TOTAL WARRANT OFFICER STUDY

TWOS

1985

CHARTERED BY THE CHIEF OF STAFF, ARMY

△ - MILESTONE ⬡ - APPROVAL

⇨ - DECISION ▢ - START

⌐ - COMPLETED

- IMPLEMENTATION **FY 85**   **FY 86**

ACTION	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN

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IMPLEMENTATION TEAM (TWOS)
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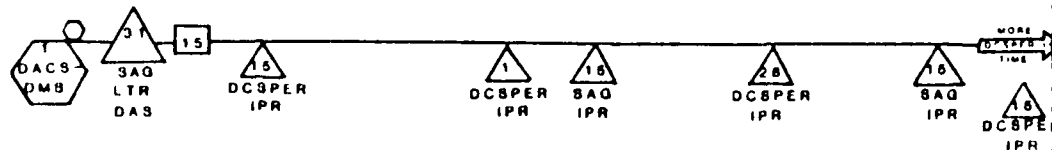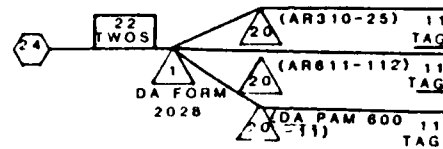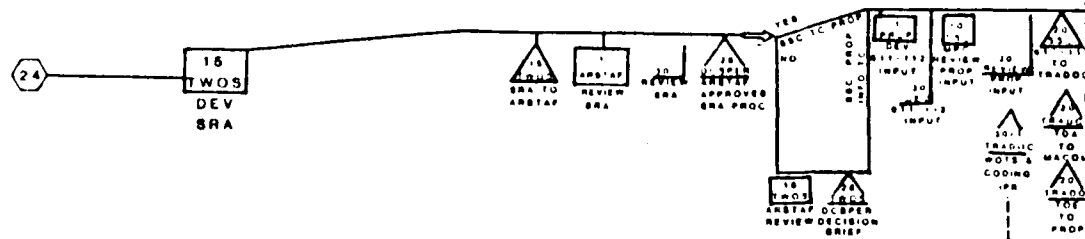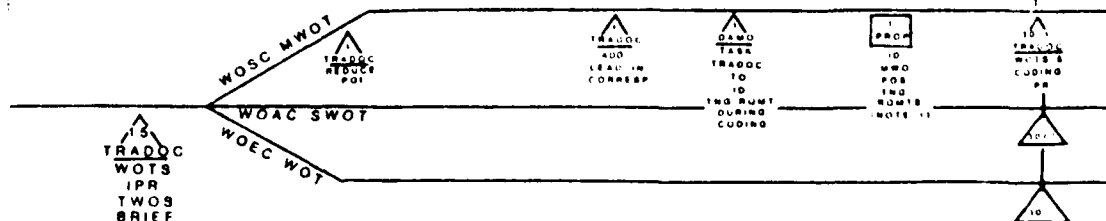
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WARRANT OFFICER TRAINING SYSTEM (WOTS) RESTRUCTURE
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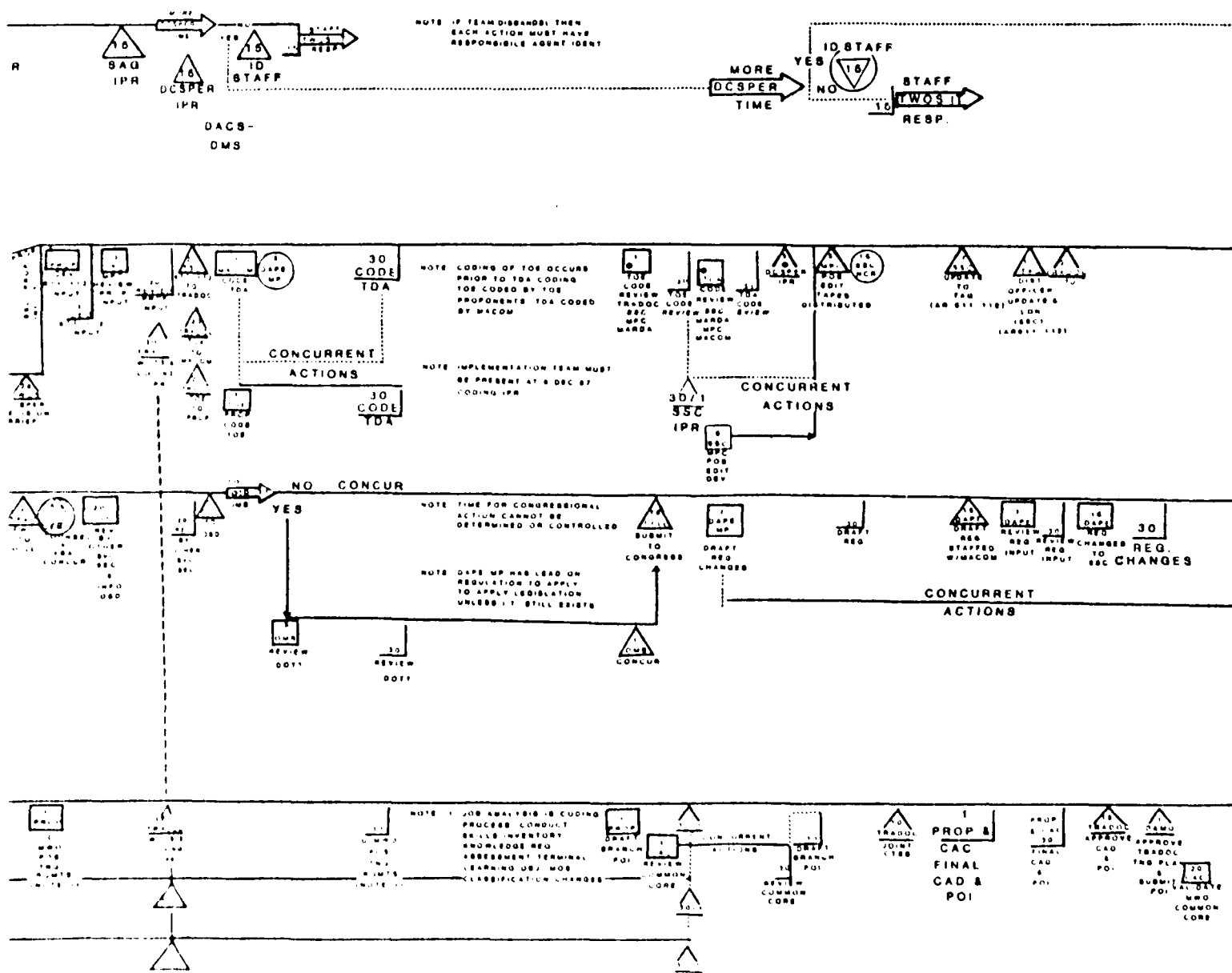
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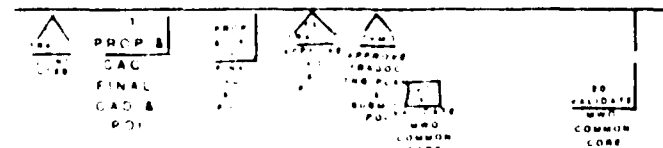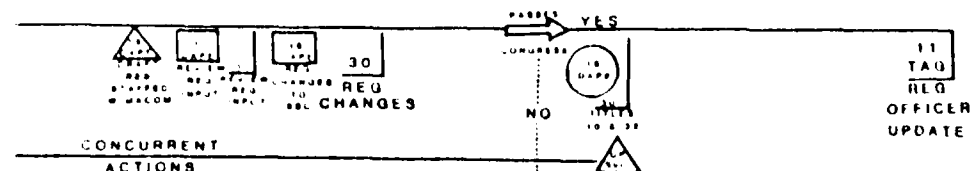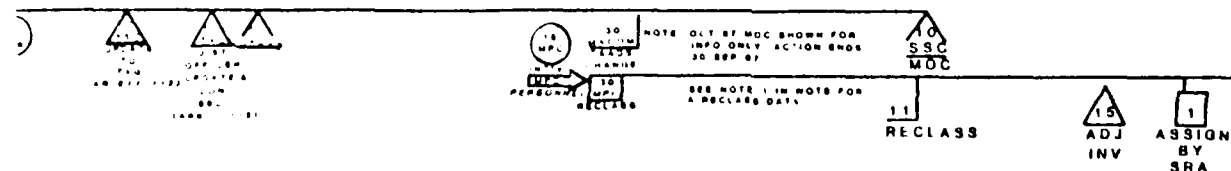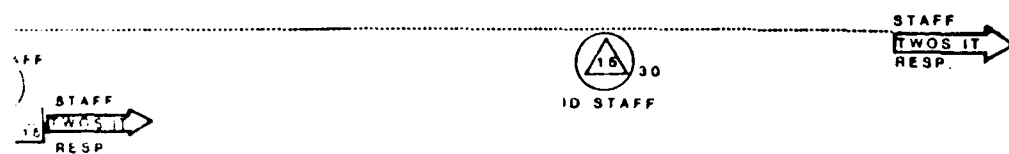
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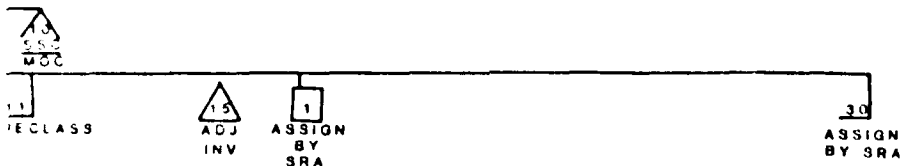
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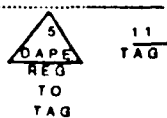
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TOTAL WARRANT OFFICER STUDY GROUP

FINAL REPORT

VOLUME I

August 1985

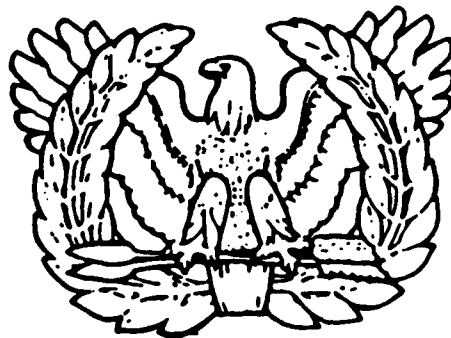# TOTAL WARRANT OFFICER SYSTEM

TWOS

PREPARED BY
A STUDY GROUP FOR THE
CHIEF OF STAFF, ARMY
HEADQUARTERS, DEPARTMENT OF THE ARMY
WASHINGTON, D.C. 20310-0200

Published June 1986

REPLY TO
ATTENTION OF

DAPE-MP-TWOS

3 0 AUG 1985

SUBJECT: Letter of Transmittal

THRU: Deputy Chief of Staff for Personnel
           Room 2E736, Pentagon
           Washington, D.C. 20310-0300

TO: Chief of Staff, Army
           Room 3E668, Pentagon
           Washington, D.C. 20310-0200

1. It is with great pride that the final report of the Department
of the Army Total Warrant Officer Study (TWOS) is forwarded to you.
This first-ever DA comprehensive analysis of the Total Army warrant
officer program provided the opportunity to capture current strengths
of the program and build upon those to develop a management and
training system which focuses on the Army of the 90's and beyond.

2. Every aspect of warrant officer management and development was
examined in detail - from recruiting to separation -- from force
structure to POI's. We found that the warrant force is a highly
motivated service-oriented segment of the Total Army and is making
critical contributions to the defense of our nation. However, we
discovered that our management and training policies and procedures
are in need of significant change if we are to realize the full
potential of the warrant force. We have provided you with an evolu-
tionary plan which will help maximize warrant officer contributions,
satisfaction and combat readiness of the Total Army. Most of these
actions are underway at the appropriate DA Staff and MACOM level
and will be implemented at those levels.

3. Most significant to the entire process was your approval on
24 June 1985 to code TOE/TDA positions by rank. The analysis of
each warrant officer position will be the catalyst in everything
else that is done. The positive implications run deep - from
recruiting to utilization to training and professional development.
For the first time in history, the Army will use documented require-
ments as the frame of reference for all decisions pertaining to the
entire spectrum of warrant officer actions.

4. The role of the proponents is central to the success of not
only warrant officer management and development but also that of
commissioned officers and non-commissioned officers. AR 600-3,
Specialty Proponency, gives the proponents significant responsibi-
lity and authority. I am obligated to mention, however, that

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resourcing has not kept pace with the great increases in responsi-
bility. This weakness may be the Achilles' heel in TWOS, OPMS and
EPMS. This area requires detailed, objective examination and we
strongly recommend that such an analysis be conducted immediately.

5. We report to you that our Army is healthy and ready to accom-
plish its mission. It is an Army of high motivation and great
pride. We are honored to have been able to assist you in taking
the steps that will raise that pride and readiness to even higher
levels.

RONALD E. GORITO
Colonel, USA
Director, DA Total Warrant
   Officer Study Group

REPORT DOCUMENTATION PAGE	READ INSTRUCTIONS BEFORE COMPLETING FORM
1. REPORT NUMBER AD-A172309	2. GOVT ACCESSION NO.	3. RECIPIENT'S CATALOG NUMBER

4. TITLE (and Subtitle)	5. TYPE OF REPORT & PERIOD COVERED
TOTAL WARRANT OFFICER STUDY TWOS	Final; 21 Sep 84 thru 17 Aug 85
	6. PERFORMING ORG. REPORT NUMBER

7. AUTHOR(s)	8. CONTRACT OR GRANT NUMBER(s)
LTC(P) RONALD E. GORNTO, STUDY DIRECTOR STUDY GROUP MEMBERS LISTED IN MAIN REPORT	

9. PERFORMING ORGANIZATION NAME AND ADDRESS	10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR PERSONNEL (DAPE-MP-TWOS) WASHINGTON, DC 20310	

11. CONTROLLING OFFICE NAME AND ADDRESS	12. REPORT DATE
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR PERSONNEL (DAPE-MP-TWOS) WASHINGTON, DC 20310	30 AUGUST 1985
	13. NUMBER OF PAGES

14. MONITORING AGENCY NAME & ADDRESS(if different from Controlling Office)	15. SECURITY CLASS. (of this report)
	UNCLASSIFIED
	15a. DECLASSIFICATION/DOWNGRADING SCHEDULE

16. DISTRIBUTION STATEMENT (of this Report)

APPROVED FOR PUBLIC RELEASE; DISTRIBUTION UNLIMITED.

17. DISTRIBUTION STATEMENT (of the abstract entered in Block 20, if different from Report)

18. SUPPLEMENTARY NOTES

PRESENTED TO THE CHIEF OF STAFF, ARMY, ON 24 JUNE 1985 AND 22 AUGUST 1985; DECISIONS ARE INCLUDED IN VOLUME I OF FINAL REPORT.

19. KEY WORDS (Continue on reverse side if necessary and identify by block number)

(SEE REVERSE)

20. ABSTRACT (Continue on reverse side if necessary and identify by block number)

(SEE REVERSE)

DD FORM 1473 JAN 73   EDITION OF 1 NOV 65 IS OBSOLETE

19. Zero sum gain; requirements driven; Thirty Year Career Plan based on Warrant Officer Service; progressive levels of training, expertise and utilization; position coding; selective continuation; selective career extension; futures; hi-tech expertise; tactical and technical competence; Warrant Officer Tactical and Technical Certification; Warrant Officer Tactical and Technical Certification Standards; sound level; trainer; W5; positional responsibility; organizational setting; Warrant Officer; Senior Warrant Officer; Master Warrant Officer; Warrant Officer Training; Senior Warrant Officer Training; Master Warrant Officer Training; hierarchy of skills; position classification criteria; Standard of Rank Authorization; mandatory Regular Army integration; Competitive Voluntary – Indefinite; Final Voluntary – Indefinite; Warrant Officer Objective Force; Forecast; Training With Industry; Functional Area Technical Integration; Training Phase Certification; continual certification; proponent; branch qualification; Additional Special Qualification Identifier.

20. The purpose of the study group was to examine the current and future (out to the year 2025) role, utilization, compensation management, and professional development of the Total Army Warrant Officer and to recommend changes if the effect would enhance combat readiness. The study group used the findings of the Professional Development of Officers Study (PDOS) and the Officer Personnel Management System (OPMS) Study as the departure point for the only study effort ever conducted by the Army covering all facets of warrant officer life cycle management functions. The recommendations made: require no personnel plus-up, are requirement driven, movtivate and orient toward extended service and contribution, increase productivity and career satisfaction, are designed to be acceptable to both the Total Army and the other services, reduce learning curves by using existing structure and maximize return on investme .

PER CALL JC

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DEPARTMENT OF THE ARMY

TOTAL WARRANT OFFICER STUDY GROUP

FINAL REPORT

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B. SURVEYS

C. FUTURES PHILOSOPHY ENVIRONMENT

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DACS-DMS

21 SEP 1984

MEMORANDUM FOR DEPUTY CHIEF OF STAFF FOR PERSONNEL

SUBJECT: Approval of the Total Warrant Officer Study

1. Recommendations contained in your 10 August 1984 memorandum to conduct the Total Warrant Officer Study (TWOS) are approved with the following modifications: the proposed milestones need to be compressed so that the study should not exceed 8 months, and you are authorized to fill the personnel requirements as directed military overstrength.

2. Financial resources to accomplish the study are to be provided by ODCSPER.

ARTHUR E. BROWN, JR.
Lieutenant General, GS
Director of the Army Staff

DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR PERSONNEL
WASHINGTON, DC 20310

REPLY TO
ATTENTION OF

DAPE-MP-OPMS

10 AUG 1984

MEMORANDUM FOR DIRECTOR OF THE ARMY STAFF

SUBJECT: Total Warrant Officer Study (TWOS) -- ACTION MEMORANDUM

1. PURPOSE: To obtain DAS approval of the organization and operation of the Total Warrant Officer Study, the shifting of responsibilities and assets from the OPMS and PDOS Groups, the Terms of Reference, and the Milestones.

2. DISCUSSION:

a. During the OPMS Study Group briefing on 9 Jul 84, CSA approved the concept of the Total Warrant Officer Study, to be conducted separate from the OPMS and PDOS studies, but to utilize, as a point of departure, the results from both studies as they apply.

b. A study to address all areas of concern is viewed as a ten month effort by approximately thirteen active duty officers, augmented by representatives from the Reserve Components. A small cell of support personnel will begin operations in advance of the formal study (for survey preparations & distribution, literature search, establish joint service POC's, acquire operational resources, etc.).

c. The formal portion of the study group would begin operation upon completion of the OPMS Study Group efforts and would utilize the existing OPMS resources (location, support personnel, and equipment) in place. A revision to the PDOS charter, transferring all warrant officer areas of responsibility to the Total Warrant Officer Study, would become effective upon approval of the Total Warrant Officer Study charter.

d. OCSA would fund the study, with a current projection of minimal TDY, per-diem, and field trip requirements associated with the study.

e. The advanced support cell, consisting of five active duty warrant officers and two enlisted members, would commence operations on 15 Aug 84, with the Study Group Director arriving on 15 Sep 84. The remaining team members and the formal study effort will begin on 1 Oct 84.

f. The study group will examine the current and future role, utilization, management, and professional development of the Army warrant officer. This includes surveying the Army to gather field perceptions, conducting a proponent workshop to standardize and consolidate the RETO job analysis requirement, examining the OPMS Study Group's areas of considerations (TAB A) and other related issues identified by PDOS (TAB B), reviewing the current Warrant Officer

DAPE-MP-OPMS
SUBJECT: Total Warrant Officer Study (TWOS) -- ACTION MEMORANDUM

Training System (WOTS) and its effectiveness in meeting existing Army require-
ments, and diagnosing established management and compensation programs. This
analysis will use the "future" and philosophy of the Army Officer Corps as de-
veloped by both the OPMS and PDOS Study Groups.

    g. A strawman Total Warrant Officer Study Group organization is at TAB C.
Composition is presented at TAB D. Terms of Reference are at TAB E. Study
group Milestones are at TAB F. A Warrant Officer Historical Sequence of Events
is at TAB G.

    h. The Terms of Reference for the study have been coordinated with LTG
Bagnal of the PDOS Group and COL LeHardy of the OPMS Study Group.

3. RECOMMENDATIONS:

    a. That DAS approve the organization and operation of the Total Warrant
       Officer Study.

    b. That DAS approve the transfer of Warrant Officer areas of responsibil-
       ity from the ongoing "PDOS" group to the "TWOS" group.

    c. That DAS approve the transfer of OPMS Study Group facilities and assets
       to the Total Warrant Officer Study at the appropriate time.

    c. That DAS approve the Terms of Reference at TAB E.

    d. That DAS approve the "TWOS" Milestones at TAB F.

7 Encl

                      ROBERT M. ELTON
                      Lieutenant General, GS
                      Deputy Chief of Staff
                      for Personnel

                      CW3 Simonian/54778

OPMS STUDY GROUP

Warrant Officer "PROBLEM" Position

SUBJECT: Warrant Officers (PROBLEM)

Main Thrust:

There is a lack of "Long Range Career Planning" focused to meet the future needs of the Army and the professional development of the warrant officers (WO). Current WO utilization is not optimized.

Discussion:

• Management

  - Dual Year Group (YRGP) management is a cumbersome system for career planning and manpower management

    * School eligibility windows are based on 2 YRGP:
      - WO Advanced Course: 5 - 11yr WO Service (WOS)
      - WO Senior Course: 9yr WO Service - 15yr Active Federal Service (AFS)
                                        for Other Than Regular Army (OTRA)
                          - 25yr AFS for Regular Army (RA)
    * Some ground technician WO might not reach 9yr WOS by retirement eligibility
    * Average ground technician can't make CW4 prior to 20yr AFS
    * Varying release from active duty points for the force

  - Unrestricted RA Integration System

    * System allows good officers to remain OTRA - Then forces them out at 20 yr
    * Varying RA integration points for the entire population
    * Voluntary application process (from 2yr WOS to 18yr AFS)
    * Automatic consideration process (voluntary acceptance: Aviation - 10 thru 14yr AFS; Ground technician - 14 thru 18yr AFS)
      A function of management by Active Federal Service vs Warrant Officer Service
    * Historically never fill more than approx. 1/2 of RA authorizations (4,500 out of 9,000)
    * Allows for all WO to hit 20 YOS without making RA committment (Reserve careerist)

  - Inadequate Loss Management Programs

    * Dept of Army Active Duty Board (DAADB) and Elimination Boards - 33% support during CY83
    * Once CW4 - No more quality checks (Absolute tenure)
    * Only process is elimination for dereliction of duty (Title 10)

TAB A

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SUBJECT: Warrant Officers (PROBLEM)

- Reactive Retention Program for 30 + Years of Service (YOS)

    * 2 current methods are "Retiree/Recall" & "Extension of Mandatory
      Release Date (MRD)
      - Both require individual to apply during 29th YOS
      - Difficult planning for Army and individual

• Career Incentives

  - Sufficient or Insufficient for a Full Career?

    * Do the present 4 pay grades for WO provide incentive for a full military
      career?
    * Avn WO can make W-4 at 15 YOS (1 yr enlisted prior to WO1)
    * Accessing younger Tech's will also allow them to reach W-4 before 20 YOS
    * Are the remaining incentives to complete 30 YOS sufficient?
      - Job satisfaction (W4 may serve in any WO billet)
      - Pay (Longevity increases at 22 & 26 YOS)
      - Security
      - Desire to be a service member

• Structure

  - Does not provide for progressive utilization of training and experience
    (No position grading)

    * WO requirements vary in responsibility, influence, and technical exper-
      tise
    * System allows varying numbers of Sr. WO to serve in positions requiring
      less experience and ability than they're capable of providing
      - Jr. WO can be assigned to positions for which they are not prepared
        (training and/or experience)
      - Documented as a major dissatisfaction in 79/80 Army Research Institute
        study of WO retention problems
      - New accession methodology (trading experience for functional training)
        will provide an even greater spread of experience
      - Commanders are not sure what level of experience they're getting

OPMS STUDY GROUP

Warrant Officer "SOLUTION" Position

SUBJECT: Warrant Officers (SOLUTION)

Main Thrust:

Design a long range "Warrant Officer Career Program". Requires a comprehensive, dedicated review to redefine the role and utilization of the future warrant officer. Major areas to be considered:

Discussion:

• Management

   - Manage the force by Total Warrant Officer Service

      * Allow all WO opportunity to serve 20yr WOS with possibility of 30yr WOS
      * Increases career potential and WO utilization
      * Provides a more orderly career pattern

   - Provide for automatic RA integration at promotion to CW3

      * Requires individual to state a career intent at a constant point
      * Provides a uniform & consistent RA integration process - a visible career gate
      * Eliminates need, but not capability, of having a WO Army of the United States (AUS) promotion board

   - Institute Stronger DAADB/Elimination Procedures

   - Develop/Implement a program for " Selective Early Retirement "

      * Provides management tool for quantity/quality valve at higher grades (not needed if new system is adopted)

   - Implement proactive 30 + YOS retention program

      * Provides automatic consideration program to retain needed Sr. WO technician experience
      * Move from the defensive to the offensive mode

• Career Incentives

   - Additional Grades

      * Provides increased rank-achievement levels for a full career (Incentive to continue to perform in an outstanding manner)
      * Increases monetary opportunities
      * Provides for Sr. WO quality checks

SUBJECT: Warrant Officers (SOLUTION)

          * Promotes most qualified to highest positions of responsibility
          * Parallels Commissioned Officer & Enlisted promotion system

     - Other Alternatives

          * Limited Duty Officer Option
          * Increased monetary compensation
          * Increased tour stabilization
          * Improve senior WO "Quality of Life" benefits (e.g. guaranteed field grade housing)

• Structure

     - Review and analyze WO positions throughout the Army

          * Army Occupational Survey Division, Soldier Support Center - National Capital Region, currently working with proponents on task analysis
          * Already completed by Engineer and Ordnance
          * In progress by Aviation and Military Intelligence
          * Others to follow suit
          * Will indicate varying levels of experience needs (Education and training requirements), then:

     - Develop a coding system to identify WO positions by grade

          * (e.g. W-1/W-2 = JR , W-3/W-4 = SR)

RELATED "WARRANT OFFICER ISSUES" IDENTIFIED BY PDOS

1. The definition of what a warrant officer <u>is</u> is not clear.

2. The role and function of a warrant officer vis-a-vis a commissioned officer vary from branch to branch, e.g.

   - In aviation, the warrant officer is both a combat arms warrior and a technician.

   - In engineer, the warrant officer is a technical expert (engineer equipment repair technician), a manager (construction technician), or a commander (utilities detachment commander).

   - In other branches, their functions may vary between type of a technical expert to those of a manager and/or, in some cases, a staff officer.

3. Prior service experience and/or socialization varies between two extremes, from almost none (newly accessed aviation warrant officers) to extensive (in the range of 10 year of service and senior NCO rank). From a professional development point of view, there could be said to exist two different warrant officer corps.

4. The notion has surfaced at various levels that warrant officers should be considered for utilization as commanders of ground fighting vehicles.

5. All these factors make it imperative that the definition of a warrant officer, his/her role vis-a-vis commissioned officer be reviewed and clarified in conjunction with and preparatory to a review of management and professional development issues.

TAB B

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TOTAL WARRANT OFFICER STUDY
ORGANIZATIONAL CHART

1 - Colonel
2 - Commissioned Officers (0-4/5)
8 - Warrant Officers: **
    3 - CW4
    5 - CW2 - CW4
4 - Enlisted Members
    1 - E-6/7
    2 - SP5
    1 - SP4 Driver
1 - Civilian
    1 - GS 3/4

16 - Total personnel

```
                        HEADQUARTERS                 OPNS/ADMIN TEAM
                        1-Director                   * 1-Support Team Chief
                          (0-6)                            (CWMOS 711A)
                                                     * 1-Opns/Admin NCOIC
                                                          (E-6/7 PMOS 75Z w/71L or 81E SMOS)
                                                       1-Opns Specialist (SP5 PMOS 81E)
                                                     * 1-Admin Specialist (SP5 PMOS 71C)
                                                       1-Admin Specialists (Civilian GS-3/4)
                                                       1-Driver (PMOS 64C)
```

ROLE AND UTILIZATION TEAM (Current/Future)	PROFESSIONAL DEVELOPMENT TEAM	LIFE CYCLE MANAGEMENT TEAM	COMPENSATION TEAM
• Position Grading (Job Analysis)	• Education & Training	• Force Structure (Ideal Force)	• Cost Analysis
• Assignment/Distribution	• Promotions	• Accessions/Separations	• Additional Grades
• ASI 4A	• Evaluations	• QMP	• Quality of Life
• LDO Option		• Sustainment	
		• U S Statute	

* 1- Team Chief (CW4)   * 1- Team Chief (CW4)   1- Team Chief (0-4/5, 49/41)   1- Team Chief (0-4/5, 44/?)
2- Action Officers (CW2/4)   2- Action Officer (CW2/4)   * 1- Action Officer (CW2/4)   1- Action Officer (CW2/4)

* (Indicates advanced support team members)   ** (Augmented by 1 WO from NGB and 1 WO from OCAR)

* (Indicates advanced support team members)

TAB C

xxiv

TOTAL WARRANT OFFICER STUDY - COMPOSITION

1- <u>STUDY GROUP DIRECTOR</u> (O-6) - Provide direction to all members of the study group through the 5 team chiefs, coordinate with higher and outside agencies, have overall responsibility for study group operations

* 1- <u>OPERATIONS/ADMINISTRATION TEAM CHIEF</u> (Support Team Chief - CW4 PMOS 711A) - Provide and be responsible for any and all support required by the 4 mission teams

* 1- <u>AUTOMATIC DATA PROCESSING TECHNICIAN</u> (Computer Programmer - CW2/4 PMOS 741AX) - Provide and be responsible for developing computer programs and operating ADP systems for research-information and special requirements unique to the study, where not available in existing Army data bases

* 1- <u>ROLE AND UTILIZATION TEAM CHIEF</u> (CW4, MOS immaterial, subject matter expert of warrant officer system) - Responsible for team direction and operation, first filter for information, link between action officers and group director

* 1- <u>PROFESSIONAL DEVELOPMENT TEAM CHIEF</u> (CW4, MOS immaterial, subject matter expert of the warrant officer system) - Responsible for team direction and operation, first filter for information, link between action officers and group director

1- <u>LIFE CYCLE MANAGEMENT TEAM CHIEF</u> (O-4/5, 49/41) - Responsibile for team direction and operation, all group ORSA requirements, first filter for information, link between team action officers and group director

1- <u>COMPENSATION TEAM CHIEF</u> (O-4/5, 44/?) - Responsible for team direction, analyzing data for cost comparison and other career incentives, first filter for information, and link between action officer and group director

* (1) 6- <u>ACTION OFFICERS</u> (mix of field experience and some knowledge of the system, CW2/ CW4, both Active and RC) - Responsible for data collection and analysis

* 1- <u>OPERATIONS/ADMINISTRATION NCOIC</u> (E-6/7, 75Z Primary, Sr Pers Sgt, w/ 71L Admin or 81E Illustrator Secondary) - Responsible for all operational and administration requirements for the group, supervisory responsibility for enlisted members of the group

1- <u>OPERATIONS SPECIALIST</u> (SP5, 81E Illustrator) - Responsible for all illustration and graphic requirements for study group

* 1- <u>ADMIN SPECIALIST</u> (SP5, PMOS 71C Stenographer) - Responsible for all dictation, typing, filing, and any short fused writing requirements

1- <u>ADMIN SPECIALIST</u> (GS3/4 Civilian Admin Asst) - Responsible for providing any and all clerical duties required for the study group

1- <u>DRIVER</u> (PMOS 64C Motor Veh Oper) - Responsible for providing all official study group local transportation requirements (requirement is dependent on location of study group)

* - Indicates advanced party members

TAB D

TWOS CHARTER

TERMS OF REFERENCE

a. Scope.

(1) This study will review all aspects of the role and utilization of the Army warrant officer.

(2) The study will examine the current role and utilization policies, professional development, life cycle management, and compensation programs. This analysis will use the "future" and philosophy of the Army officer corps as developed by the OPMS and PDOS Study Groups

(3) The study will apply to the total Army warrant officer corps, both Active and Reserve Components.

b. Objective. The study group will evaluate the total warrant officer system and provide CSA with recommendations on:

(1) The definition and role of the warrant officer vis-a-vis commissioned officer

(2) Changes to the current management and professional development policies and programs

(3) Systemic changes viewed as necessary to meet the future needs of the Army and the individual warrant officer

c. Timeframe. The study group will consider recommendations that would be applicable during the period 1985 through the year 2025.

d. Assumption. The Army warrant officer is appointed, based on technical competence, to perform in a single system or functional area for an entire career. He is the expert who provides for correct operation and maintenance of the Army's systems, either as an operator, technican, or both.

e. Essential Elements of Analysis. The Total Warrant Officer Study will maintain a focus on analysis consistent with its approved scope and objective. This study will validate, build upon, and/or invalidate previous study efforts. Specifically, all relevant data and conclusions of both the OPMS Study Group and PDOS Group will be used as a point of departure. Within this framework, the following essential elements of analysis will be addressed:

(1) What are the Army warrant officers doing now?

(2) What should the Army warrant officers be doing in the future?

(3) What should be the definition of the Army warrant officer?

(4) Are the current warrant officer professional development programs, including the Warrant Officer Training System (WOTS), designed to meet the current and future needs of the Army?

TAB E

(5) Do the current life cycle management programs and policies meet the current and future needs of the Army?

(6) Is the compensation (tangible and intangible) sufficient for the sustainment of the future warrant officer force?

(7) What modifications to the recommendations should be made to accommodate the special needs of the Reserve Components?

(8) How will any proposed changes affect the other services?

TOTAL WARRANT OFFICER STUDY

MILESTONES

Mid - AUG 84 — Advanced Support Cell Convenes
             — Survey Question Development (2 weeks)
             — Issue Taskers

    SEP 84 — Survey Questionaire to SME's for correctness (2 weeks)
             — Establish POC's With Other Services
             — Work with SSC-NCR and Proponents on Job Analysis Initiation

Mid - SEP 84 — Study Group Director Arrives
             — Survey Writing, Editing, and Typing (1 week)
             — Pre-testing at 2 Installations (1 week)

    OCT 84 — Formal Study Group Convenes
             — Survey to Defense Printing Plant (3 weeks minimum)
             — Survey Mailed to the Field (1 week)

    DEC 84 — Initial Returns of Survey

Mid - JAN 85 — GO IPR

Mid - APR 85 — CSA IPR

End - JUN 85 — Decision Brief to CSA

End - JUL 85 — Completion of Final Report

TAB F

(REVISED MILESTONES)

TOTAL WARRANT OFFICER STUDY

MILESTONES

OCT 84 — FORMAL STUDY GROUP CONVENES
— ISSUES TASKERS
— SURVEY QUESTION DEVELOPMENT

NOV 84 — SURVEY QUESTIONNAIRE TO SME'S FOR CORRECTNESS (2 weeks)
— ESTABLISH POC'S WITH OTHER SERVICES
— WORK WITH SSC-NCR AND PROPONENTS ON JOB ANALYSIS INITIATION

MID - NOV 84 — SURVEY WRITING, EDITING, AND TYPING (1 week)
— PRE-TESTING AT 2 INSTALLATIONS (1 week)

DEC 84 — SURVEY TO DEFENSE PRINTING PLANT (3 weeks minimum)
— SURVEY MAILED TO THE FIELD (1 week)

JAN 85 — INITIAL RETURNS OF SURVEY

MID - JAN 85 — GO IPR

MID - APR 85 — CSA IPR

JUN 85 — DECISION BRIEF TO CSA

WARRANT OFFICER

HISTORICAL SEQUENCE OF EVENTS

1941 — Legislation for 2 ranks for all services, however, sea services had 4 pay steps, Army had only 2 pay steps.

1948 — "Hook Commission" developed 4 grades during career compensation planning for all services.

— Navy and Marine Corps developed and implemented their LDO program.

1950 — Interservice Study "M-10-50"
Army's statement: "The 4 grades of these positions provides an opportunity for selected, capable, and proficient enlisted men to progress to levels of responsibility equivalent, in their specialty, to those of the first 4 commissioned grades".

1952 — Interservice Study of LDO concept — All service secretaries agreed with and signed on.

1953 — Army and Air Force withdrew from the LDO program prior to implementation. (WO was being used interchangeably with commissioned officer; WO/Comm Off distinction blurred; Skilled technician concept was developed; WO use as specialist began)

1954 — The 1950 "Warrant Officer Program Study" was put into implementation.

1957 — CSA decided that Army warrant officers should be technicians, not technical managers — Then published the current "Warrant Officer" definition. (Warrants to be used as technical specialists only)

1960 — DA CIR 611-7 was published and distributed — Outlined DA policy for the 1950 "Warrant Officer Program Study" implementation.

1966
(NOV) — "Army Warrant Officer Career Program Report" to Chief of Personnel Operations — discussed:
- Avn flight officer/ LDO / Commissioned officer (not recommended)
- Questioned desirability of post 20 retention
- Concluded that rank should not be related to position
- Recommended W5/W6 grades to provide incentive
- Drafted first WO career pamphlet

TAB G
xxx

WARRANT OFFICER

HISTORICAL SEQUENCE OF EVENTS

1967 -- CSA directed DCSPER to study additional WO grades:
(JUL)
- The study provided a career pattern for each spe-
cialty at grades W-1 thru W-6 in general usage
patterns
- CSA directed deferral of W5/W6 proposal until
publication of the first WO career planning pam-
phlet (DA PAM 600-11)

1969 -- OPD performed restudy of W5/W6 and recommended the ad-
(DEC) ditional grades with the following proviso:
- " That career branch management of those MOS for
which the development of career patterns is not
feasable continue in the present manner. "
- DCSPER staffed the 1969 Restudy of W5/W6 thru
their personnel directorates (significant non
concurrence as a result of the failure to ident-
ify the W5/W6 positions)
- The 1967 study presented models of progression
for each specialty
- The 1969 study added a grade structure to this
model
- The group did not match grade structure to posi-
tions in force structure documents
- The grade structure related strictly to skill
level

1970 -- AR 611-112 Defined Warrant Officer based on law and
Army CofS decision

1971 -- Army CofS directed Chief of Personnel OPNS to study
utilization of WO, Grading positions and additional
grades
- Chief of Personnel Mgmt tasked Dir of Officer
Pers to identify all W5/W6 positions in TAADS
- AVIATION WO UTILIZATION STUDY- Proposed criteria
for position designation/ separate "person"
from " position ".

1971 -- WO Utilization Study- Identified W5/W6 positions but
(SEP) did not recommend.

1971 -- CofS directed review of entire WO program:
(NOV)
- Reaffirmed the need for the WO Corps
- Discussed visible prestige for Sr WO, Schooling,
Personnel Management, and Grade Structure
- Recommended:
- Drop W5/W6 issue (Excess WO at time of study/
Had WO RIF, no need for SR WO incentive)
- Consider the LDO concept

WARRANT OFFICER

HISTORICAL SEQUENCE OF EVENTS

1971 — Avn WO Adv CRS Study- Recommended W5/W6, Position Grad-
(DEC)   ing.

1972 — "Review of the WO Career Program"
(NOV)   Recommendations:
      - No W5/W6
      - No Position Grading
      - Centralize WO Management
      - Consider LDO Adoption

1975 — Centralized WO Management

1977 — Aviation Warrant Officer Program (Hill-Morgan) Study
Recommended Against Grading of Positions

1978 — RETO
If there are pure technician and technicial manager positions, the positions should be graded. Grade positions after front-end Task Analysis (FY 80-86).

1980 — WOSC 80-2, "THE WARRANT OFFICER RANK STRUCTURE"
(OCT)   Recommendations:
      - Create W5/W6
      - Grade Positions
      - Consider LDO Program

1982 — ODCSPER MACOM Survey:
      - Position Grading   YES (38%)   NO (54%)
      - W5/W6   YES (27%)   NO (69%)
    Others Suggestions
      - Post 20 Pay Steps
      - Implement ASI-4A System

1983 — TRADOC Review of Army Aviation
Recommendations:
      - Code positions JR/SR
      - Study LDO (04,05,06) program for Aviation WO beyond 20 years service
      - Place WO positions in all appropriate Pure-Technician positions

1984 — OPMS STUDY GROUP
Recommendations:
      - Conduct a comprehensive, dedicated review to examine the OPMS Study areas of consideration:
        - Future Role and Utilization of the Army Warrant Officer
        - Lack of a Long Range Warrant Officer Career Program

Specific areas of consideration:

- **MANAGEMENT**
  - By Total WO Service vs. Total Active Federal Service
  - Provide for automatic RA integration at promotion to CW3
  - Institute stronger DAADB/ELIMINATION procedures
  - Develop/Implement "Selective Early Retirement"
  - Implement pro active retention program beyond 30 YOS

- **CAREER INCENTIVES**
  - Sufficient or Insufficient for a full career ?

- **STRUCTURE**
  - Scrub and analyze WO positions throughout the Army
  - Develop a coding system to identify positions by grade (e.g. W-1/W-2 = JR, W-3/W-4 = SR)

TOTAL WARRANT OFFICER STUDY GROUP PERSONNEL LIST

Name	Rank	Branch/ MCG/MOS	Duty
Gornto, Ronald E.	LTC(P)	SC	Director
Cottrell, Walter T	LTC	EN	Objective Force
Nolin-Gaskin, Patricia L.	CPT(P)	FI	Compensation
DiGirolamo, Nicholas A.	CW4	OD	ARNG Representative
Dougherty, John R.	CW4	AV	Action Officer
Hawk, Chuck	CW4	AV	Branch Chief
Jinks, Dennis M.	CW4	OD	Branch Chief
Mullins, William C.	CW4	QM	Action Officer
Seeger, William R., Jr.	CW4	SC	Action Officer
Simonian, Thomas E.	CW4	AV	Action Officer
Washer, Lloyd N.	CW4	AV	Branch Chief
Leggett, Robert	CW3	MP	Action Officer
Burnett, Carl M.	CW2(P)	EN	Action Officer
Davis, Judith A.	CW2	SC	Action Officer
Sanborn, Frederick S.	CW2	AG	ADP Operations
Simms, Gary N.	CW2	AG	Admin. Officer
Wirth, Barry O.	CW2	AG	USAR Representative
Newman, David E.	SFC	75Z	NCOIC
Knight, Lewis D.	SSG	81E	Illustrator
Cunningham, Linda L.	SGT	71C	Secretary/Steno
Grigsby, Steven A.	SP4	64C	Driver

EXECUTIVE SUMMARY

The Department of the Army Total Warrant Officer Study (TWOS) Group was chartered by the Chief of Staff, Army (CSA) in September 1984. This was the first Department of the Army-level comprehensive study of warrant officer management across the Total Army. Essentially, TWOS was required to answer the following questions, "What are warrant officers doing now?", "What should warrant officers be doing in the future, and "What is the definition of a warrant officer?" Based on the charter and several assumptions that were developed, the TWOS Group developed this mission statement: "Examine the role and utilization, professional development, management, compensation programs, policies and procedures, and recommend changes where the effect would enhance combat readiness for the Total Army."

The TWOS accomplished this mission through review of current systems, analysis of programs, surveys sent to warrant officers and commissioned officers, proponent workshops, warrant officer steering groups, and general officer advisory groups. The TWOS Group briefed findings and recommendations to the CSA on 24 June 1985. During this briefing, the CSA approved a new definition of an Army Warrant Officer, the coding of personnel authorization documents by rank groups to reflect three levels of warrant officer utilization, and the management of warrant officers in terms of warrant officer service which will provide an opportunity for 30 years service as a warrant officer. The CSA also approved submission of a legislative package that includes provisions for creation of warrant officer grade W5, a single promotion system

with mandatory integration into the Regular Army concurrent with promotion to W3, and a provision for Selective Career Extension (a program similar to Selective Early Retirement for commissioned officers).

One of the most significant of these actions was the development of a new warrant officer definition. While the existing definitions exclusively keyed on technical competence, the new definition requires warrant officer appointments to be based on a sound level of technical and tactical competence. The definition formalizes the warrant officer's role as a trainer and leader, and requires that the Army professionally develop warrant officers for assignment in positions that are progressively challenging and difficult. This progressive development system proposed by TWOS is structured around three skill levels compatible with the new graded coding system on personnel authorization documents. Warrant officer positions on authorization documents are not graded under the current manning system. This allows the assignment of any warrant officer, W1 through W4, to any position authorized by his Military Occupational Specialty (MOS). The new system will fill warrant officer positions with warrants who have the requisite training and experience essential to the position. The system will be able to do this by coding personnel authorization documents by three rank groups: Warrant Officer (W1-W2), Senior Warrant Officer (W3-W4), and Master Warrant Officer (W5), thereby establishing three utilization levels. The proposal for grade W5 stemmed from analysis which revealed these three distinct levels of warrant officer utilization. TWOS determined from the analysis

that the three levels result, not only from the completion of required training, but that they are also experiencially driven. The Master Warrant Officer level positions require a very senior warrant officer who has been developed over a period of twenty years of warrant officer service to become a true branch technical integrator. In order for the Army to recognize and benefit from the third level, (Master Warrant Officer), an additional grade is required. Grade W5 will also enhance the retention goals for retirement eligible master warrant officers by providing increased compensation. The new grade of W5 will require congressional approval. During the interim period, and in the event that grade W5 is not approved, selected W4 will receive the Master Warrant Officer designation and be assigned to Master Warrant Officer Positions. The position grading system will ensure that the levels of warrant officer rank and experience are spread through-out the force. It will ensure the proper mix of warrant officers at every echelon of the Army. This does not mean that position grading will correspond with the echelon of a unit organization. Position grading will correspond with the skill requirements of a given position. It will allow the Army to build a requirements based warrant officer training system. The essence of the warrant officer role will remain at the war fighting level.

Training will occur in three phases during the warrant officers' career to allow maximum utilization at each level and provide the experience needed before advancement to the next utilization level. The TWOS concept of warrant officer training will change the current warrant officer training system by requiring certifi-

cation at each training level. Entry level training is already well established. However, additional programs are required for proponents who lack entry level training or whose entry level training is inadequate. Initiatives have already been undertaken by Training and Doctrine Command to standardize the advanced level (to be renamed senior level) warrant officer training. The Warrant Officer Senior Course will require major revision and will evolve into Master Warrant Officer Training. The major difference will be a break from the traditional general subjects course to a course that addresses MOS and branch-oriented, specific instruction. This course will provide selected warrant officers with the branch-related training needed to become technical integrators. The TWOS also recommended that the use of existing courses not currently available to warrant officers be considered during the training development process to maximize the use of training resources.

The TWOS Group recognized that management changes must accompany changes in training and force composition. Management by years of Warrant Officer Service rather than by years of Active Federal Service will simplify what has become a very complex process with regard to schooling, assignments, promotions, and other personnel management procedures. This policy, similar to the one used for commissioned officers, means that when enlisted soldiers receive an appointment as a warrant officer, their "personnel management clock is reset to zero" while retaining seniority for pay and retirement. It will also allow the Army to manage warrant officers in terms of year groups and will establish a new career plan that

provides the opportunity for warrant officers to stay on active duty for 30 years as a warrant officer or until the mandatory retirement age of 62. Another issue which will serve as a corollary to the 30 Year Career Plan is the Regular Army Integration Program. Under the program, Reserve warrant officers on active duty who are selected for promotion to W3 must accept an appointment in the Regular Army or request release from active duty. The program is similar in concept to the provision of the Defense Officer Personnel Management Act (DOPMA) that provides for automatic integration of commissioned officers selected for promotion to major. The integration program will allow Reserve warrant officers to integrate into the Regular Army at the W3 promotion point.

The TWOS Group also recommended that the Army develop an aggressive recruiting program to sustain the warrant officer force. There has never been an institutionalized recruiting program for the entire force. The current system relies on voluntary application of enlisted soldiers. This has often left the Army short of required numbers of warrant officers. A proactive recruiting program will not only sustain the force in numbers required, but will provide the quality required as well.

The TWOS Group considered many compensation issues which pertain to warrant officers. The only recommendation was that the Army develop a pay scale for W5 if Congress approves the grade. However, the TWOS suggested that the compensation issues should be revisited following full implementation of the Total Warrant Of-

ficer System. The thrust of this review would be to determine if additional compensation measures are required to attract and retain warrant officers in the right numbers and with the right skills.

The TWOS Group considered the Reserve Components in every aspect of the study. However, the inherent constraints placed on members in the Reserve Components may require some adjustment in how the Army applies TWOS recommendations in the Reserve Components. Work will continue throughout the implementation phase with the Army Reserve and Army National Guard in order to achieve the desired results.

Warrant officers have been, and will continue to be, the Army's technical experts. The development of the Total Warrant Officer System (TWOS) is essential if the Army is to fully capitalize on warrant officer expertise. Full implementation of the recommendations by this study group will require the total cooperation of all agencies involved with the management and utilization of Army warrant officers.

CHAPTER I: ORGANIZATION OF TWOS

SECTION 1: Internal Structure

At the outset it was determined that conducting a study effort of the magnitude required by the TWOS Charter would require frequent changes in the internal structure of the study group. Originally, the task force structure was used to identify and develop issues at the macro level (See Figure I-1). As the issues became more clearly defined and required study at the micro level, the study group was reorganized to more efficiently conduct the study effort (See Figures I-2 and I-3).

SECTION 2: Assumptions

Based on work completed by past studies, with primary attention focused on OPMS and PDOS, and taking into account the staff experience of the TWOS members, several assumptions were made to be used as a point of departure. These assumptions were subsequently accepted by the DCSPER as valid. Three principal assumptions were the keystones of analysis and were briefed during TWOS coordination visits throughout the Army:

a. The Army needs an officer to perform in a single system or functional area for an entire career.

b. The Army needs and will continue to have warrant officers.

c. The Army should develop a more effective and efficient warrant officer management system which institutionalizes current strengths and corrects current deficiencies.

Additional assumptions made were:

d. The Army WO is the expert who provides for correct operation and maintenance of the Army's systems, either as an operator, technician, or both.

e. The Army WO will be technically qualified to a certifiable level upon appointment.

f. By definition, a WO is a highly skilled technician who performs duties in relatively narrow fields of specialization.

g. The role and function of a WO vis-a-vis a commissioned officer vary from branch to branch. The definition of a WO requires review and clarification.

h. The WO force will emanate predominately from the enlisted force.

i. The Army will continue to experience difficulty in sustaining

1

the WO force from the enlisted base and the problem will increase as we approach the 1990s.

j. The Army wants to increase WO retention beyond 20 years Active Federal Service (AFS).

k. The Dual Compensation (double dipping) Act will remain in effect.

l. The total WO budgeted end strength (BES) will remain approximately 15,600 through the Program Objective Memorandum (POM) years.

m. Strength will be managed to BES regardless of authorizations.

n. Aviation will remain the largest single segment of the WO force.

o. The Army is willing to request legislative change if needed.

p. The Army has recognized the need for training at the senior WO level. At the present time, there is no mechanism to ensure that the Army will benefit from the funds spent on training. For example, WO Senior Course graduates are not always correctly utilized.

q. The Army cannot afford to continue supporting the WO force with its best senior NCO.

SECTION 3: Mission

Based on the Charter and the assumptions listed above, TWOS specified the following as its mission statement:

> "EXAMINE THE ROLE, UTILIZATION, AND PROFESSIONAL DEVELOPMENT OF WARRANT OFFICERS; ASSOCIATED MANAGEMENT AND COMPENSATION PROGRAMS, POLICIES, PROCEDURES AND RECOMMEND CHANGES THAT WOULD ENHANCE COMBAT READINESS FOR THE TOTAL ARMY."

SECTION 4: Strategic Goal

The TWOS took a Total Army approach to the investigation and analysis of the warrant officer program, and adopted the following strategic goal:

> "DEVELOP A FORMAL WARRANT OFFICER MANAGEMENT SYSTEM OR PROVE THAT IT CAN'T OR SHOULDN'T BE DONE."

SECTION 5: Objectives

The TWOS established the following objectives to accomplish its mission and strategic goal:

a. No personnel increases.

2

b. Requirements driven.

c. Develop solutions acceptable to the Reserve Components and other services.

d. Motivate and orient toward extended service and career satisfaction.

e. Reduce learning curves by using existing structure.

f. Reduce turnover and increase productivity and contribution.

g. Maximize return on investments.

SECTION 6: Direction and Control

TWOS was under the direct supervision of MG Bobby Porter, Director, Military Personnel Management (DMPM), ODCSPER. The study director, LTC Ronald E. Gornto, was responsible to the DMPM for the overall planning and conduct of the study. The director was selected for his expertise in the personnel management system and the operation of the Army staff up to the highest levels. The action officers, essentially all warrant officers, were selected from the Army staff and the field to ensure first hand experience operating and serving within the WO program. For further details regarding study members, see the list of TWOS personnel (pg xxxiv). Once the personnel reported for duty, the group organized as depicted in Figures I-1, I-2, and I-3. The TWOS milestones were then revised as shown in Figure I-4.

SECTION 7: Educating the Group

The members of the group came with highly varied backgrounds. One group member had more than 10 years experience with the Army personnel management system at the field Army and DA level. At the other end of the experience spectrum was an officer that was on his first assignment after appointment as a warrant officer. To ensure an acceptable level of expertise, the group conducted an intensive program of research on past studies which addressed WO issues and problems. The Army Staff (ARSTAF), field operating agencies, some Major Army Commanders (MACOM), and the other services which have warrant officers, presented information briefings to the study group. An operating handbook was prepared for each action officer which included summaries of past studies, staffing guides and other information relevant to operation at the ARSTAF level and above. All study group members were involved in the initial development of the TWOS surveys. In-depth discussions of various problems, issues, procedures and practices resulted in an invaluable education process for all members.

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SECTION 8:   Acknowledgements

This report is truly the result of input from the Total Army.
TWOS received more than 27,000 responses to its surveys, includ-
ing thousands of handwritten comments which were reviewed and
evaluated.   The responses came from commissioned and warrant of-
ficers and included members of the active Army, US Army Reserve,
the Army National Guard, and retired members of all components.
The assistance of various briefers who helped educate the group
was invaluable. Proponent representatives and the members of the
TWOS Study Advisory Group shared in the problem solving process.
The TWOS Group formally acknowledges the invaluable contribution
of all these fine professionals to the study effort and, ulti-
mately, to a more combat ready Army.
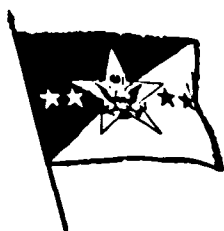
DEFINE THE ROLE

1985 ➤➤➤➤➤ 2025

● MEET THE NEEDS OF

●● THE ARMY

●● THE WARRANT OFFICER

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*** INITIAL TWOS STRUCTURE ***

Task Force GOLD

* ROLE ; DEFINITION ; INTERFACE :

- Assumptions

- Definition
-- A commissioned officer is not...
-- A noncommissioned officer is not...

- OPMS / EPMS Tie In - Integration

- Other Services

- IPC's

  CW4 Washer
  CW4 Dougherty
  CW4 Seeger
  CW2 Davis

Task Force SILVER

* STRUCTURE / SKILL / TASK LEVELS :

- Authorizations by MOS   Auth
- Authorizations, TOTAL   Budget
                           Actual Fill

- Job Analysis - SSC

- System Integration
-- Objective Force (Present >>> Future)

- IPC's

  CW4 Hawk
  CW4 Mullins
  CW4 Jinks
  CW3 Leggett
  CW2 Burnett

INTEGRATION
OPNS/ADMIN
PAO

CW3 Simonian
CW2 Simms
CW2 Sanborn

Figure I-1   Initial TWOS Structure

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*** REVISED TWOS STRUCTURE ***

(20 NOV 84)

- **FORCE STRUCTURE TEAM**

  - HIERACHY
  - JOB ANALYSIS
  - CODING
  - (+/- MOS)
  - BUDGET END STRENGTH

  CW4 Hawk
  CW4 Dougherty
  CW4 Seeger
  CW3 Leggett
  CW2 Burnett
  CW2 Wirth

  FUTURES
  ASSUMPTIONS
  DOD
  ROLE & DEF
  RESERVE COMP
  PROPONENT
  WORKSHOPS

ANALYSIS TEAM

LTC Cottrell
CW2 Sanborn

OPNS/ADMIN TEAM

CW3 Simonian
CW2 Simms

- **FORCE SUSTAINMENT TEAM**

  - RECRUITING
  - REGULAR ARMY PROGRAM
  - RETENTION
  - LEGISLATION

  CW4 Washer
  CW4 Jinks
  CW4 Mullins
  CW4 DiGirolamo
  CW2 Davis

Figure I-2   Revised TWOS Structure

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TOTAL WARRANT OFFICER STUDY
ORGANIZATIONAL CHART
15 MARCH 1985

HEADQUARTERS

LTC(P) GORNTO

S3/S4
OPNS & SUPPORT BRANCH

* CW2 SIMMS
  SFC NEWMAN
  SSG KNIGHT
  SGT CUNNINGHAM
  PFC GRIGSBY

SYSTEMS ANALYSIS/
MODELING BRANCH

* LTC COTTRELL
  CW2 SANBORN

COMPENSATION/
ECONOMETRICS
BRANCH

* CPT(P) NOLIN-GASKIN

MANAGEMENT SYSTEM (TWOS)
ROLE/UTILIZATION BRANCH

* CW4 WASHER
  CW4 MULLINS
  CW3 LEGGETT
  CW2 DAVIS

PROFESSIONAL DEVELOPMENT
(WOTS)
TRAINING BRANCH

* CW4 JINKS
  CW4 DOUGHERTY
  CW4 SEEGER
  CW2 WIRTH

REQUIREMENTS
AND
FUTURES BRANCH

* CW4 HAWK
  CW4 DiGIROLAMO
  CW4 SIMONIAN
  CW2 BURNETT

* BRANCH CHIEF

Figure I-3   Final TWOS Structure

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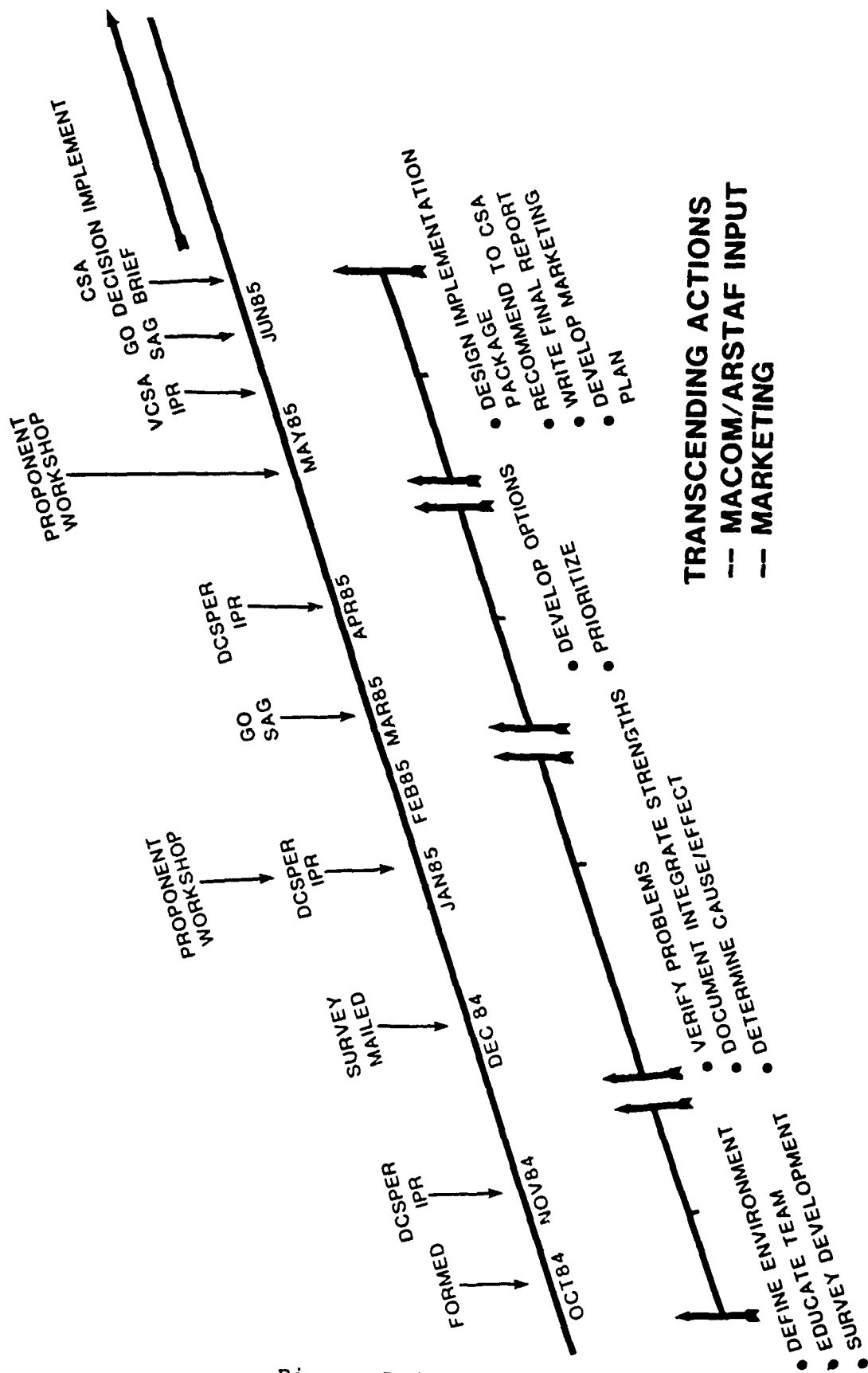
Figure I-4   Timelines

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CHAPTER II: METHODOLOGY

SECTION 1: Overview of Methodology

The magnitude of the Total Warrant Officer Study (TWOS) mission dictated the involvement of many organizations, senior leaders, and methods of analysis for the development of a Total Warrant Officer System (also notionally referred to also as TWOS). Although the personnel assigned to the group comprised a wealth of knowledge and experience, the depth of analysis required that the group go to many outside activities for assistance. This chapter explains in detail how the TWOS accomplished this from identification of current system strengths to an analysis of the future environment.

SECTION 2. Current System Strengths

1. This section identifies elements of the current management program which are effective and suitable for the future Total Warrant Officer System (TWOS). TWOS started its work with the premise that the Army's learning curves regarding the new system could be reduced by maximum use of existing structure. The Charter, Terms of Reference, asked the questions:

"Are the current warrant officer (WO) professional development programs, including the Warrant Officer Training System (WOTS), designed to meet the current and future needs of the Army?"

"Do the current life cycle management programs and policies meet the current and future needs of the Army?"

The premise and Charter questions caused TWOS to conduct a complete investigation of current programs with the objective of indentifying those which could be effectively incorporated in the new management system and, thereby, maximize efficiency and minimize change.

2. The investigation of existing programs was conducted in the context of the life cycle personnel management functions: structure; acquisition; individual training and education; distribution; unit deployment; sustainment; professional development; and separation. Each of the eight functions was evaluated against the standard of meeting existing requirements and future goals as developed by TWOS in concert with the ARSTAF and proponents. Even though the Officer Personnel Management System (OPMS), as outlined in DA PAM 600-3, does not apply to warrant officers, elements of OPMS served as a point of departure and the TWOS used them as a guide to ensure that the analysis paralleled OPMS and current Army doctrine as closely as possible. In cases where there was no stated Army requirement or goal, the conclusion was inferred from research data. The TWOS discusses existing programs adopted in the new system later in this publication and

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points out inferrential conclusions with rationale.

3. The following are current personnel management program elements incorporated in TWOS:

a. Procurement Elements -

(1) Recruiting - US Army Recruiting Command (USAREC) provides the Army with candidates for Aviation Warrant Officer Flight Training (WOFT) from the civilian population "off the street". This program is prescribed by Army Regulation 601-210, (Table 9-6), Regular Army and Army Reserve Enlistment Program. USAREC has used this method of obtaining warrant officer aviator candidate applications in a very effective manner and has consistently met or exceeded DCSPER assigned goals for many years. This technique has been so effective that the TWOS recommended it for expansion to other MOS (see Chapter VIII).

(2) Application for Regular Army (RA) Integration - Voluntary applications for integration into the RA are prescribed by Sections 555 and 3448, Title 10, United States Code (U.S.C.) and AR 601-100 - Appointment of Commissioned and Warrant Officers in the Regular Army, Chapter 6. Although TWOS has recommended a system of mandatory RA integration in conjunction with promotion to W3 (see Chapter V), the provision for voluntary application prior to that career decision point and the current prerequisites for RA appointment have been retained. The opportunity for younger WO to make an early commitment to service to the country resulted in a decision to retain these provisions. The current appointment criteria has resulted in a high quality RA force, as demonstrated by permanent promotion selection rates in excess of 90 percent for all three grades (W2/3/4) against the minimum standard of 80 percent promotion required by Title 10, US Code.

(3) Direct Commissioning of WO - Army Regulation 135-100, Appointment of Commissioned and Warrant Officers of the Army, provides for and prescribes the standards for the direct appointment of warrant officers to the rank of second lieutenant. This program provides the Army with a small number of highly trained and experienced commissioned officers each year. It also allows individual warrant officers an opportunity to continue service in a different career role. TWOS concluded that, in the future, this program will be a viable source of "single track" officers proposed by the Officer Personnel Management Study (OPMS) group. To expand the Army's potential to access these personnel, TWOS has recommended a legislative change which will permit direct appointment of WO up to the rank of captain. Such appointments are now limited to the rank of second lieutenant by interpretation of the Defense Officer Personnel Management Act (DOD Directive 1312.3) and Paragraph 1-9a, AR 135-100.

b.   Training Elements

(1)   Three Level Training Concept - The Warrant Officer Training System (WOTS) currently provides three levels of professional development training; WO Entry Course (WOEC), WO Advanced Course (WOAC), and WO Senior Course (WOSC).   The TWOS initiative to code manning documents by three rank levels (see Chapter IV of this report) can be supported directly by the three level training concept.   The WOEC, to be retitled Warrant Officer Training (WOT) in the Total Warrant Officer System, includes the Check-3 appointment system.   The Check-3 (application, training, certification) program must be completed prior to appointment as a WO and includes the requirement for proponent certification of MOS qualification as a prerequisite to appointment.   The concept of Check-3 prior to appointment ensures that individuals meet standards for warrant officer appointment as specified in AR 135-100 and Army Regulation 611112, Manual of Warrant Officer Military Occupational Specialties.   The proponents, commanders, and warrant officers in the field believe that graduates of the Check-3 program are of significantly higher quality than those appointed directly to WO from the enlisted ranks.   The WOAC will become Senior WO Training (SWOT) and the WOSC will become Master WO Training (MWOT) in the Total Warrant Officer System after modification of the existing courses by TRADOC.   Chapter VI provides a detailed description of WOTS.   For a current status of SWOT or MWOT contact HQ, TRADOC, ATTN: ATTG-OWO.

(2)   Civilian Education - The civil education goal for WO is prescribed by Army Regulation 621-1, Training of Military Personnel at Civilian Institutions, and DA Pamphlet 600-11, Warrant Officer Professional Development, as an MOS related Associate Degree by the fifteenth year of Active Federal Service. MOS related degrees are listed in DA Pam 600-11.   Additional education at civilian institutions, to include Training With Industry (TWI), must be supported by Army requirements.   Army requirements (241 in FY 86) for advanced degrees (bachelor or higher) are validated by the Army Educational Requirements Board (AERB) under the provisions of AR 621-108, Military Personnel Requirements for Civilian Education.   TWI programs are validated by a DA board under the provisions of Paragraph 3-7c, AR 621-1.   These regulations require that civilian education must be MOS related or training must occur to meet specific needs of the Army.   The current civil education goal and programs meet the standard and will train to requirements in the future.   The TWOS proposes an expanded use of both civil educational institutions and TWI to train to future requirements (see Chapter VI for more detail).

c.   Evaluation Elements

(1)   OER (Officer Evaluation Report) - The OER, DA Form 67-8, and the evaluation reporting system as prescribed by AR 623-105, Officer Evaluation Reporting System, will be continued in the Total Warrant Officer System.   Reports from U.S. Army

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Military Personnel Center (USAMILPERCEN); the Secretariat for Boards (DAPC-MSB) and the career management authority (DAPC-OPW), reveal that the current evaluation system is functioning as intended and meets the requirements for individual counseling, comparision, and evaluation of potential needed to manage the WO force. The current system provides for the senior rater evaluations of W1/2 and W3/4 to be grouped together in establishing the senior rater profile. This procedure, when expanded to three rank groups to accommodate MWO, is supportive of the TWOS coding of positions by rank on TOE/TDA. (see Chapter IV for detail on coding and Chapter V for utilization policy).

(2) AER (Academic Evaluation Report) - The academic evaluation of WO, as prescribed in AR 623-1, Academic Evaluation Reporting System (AERS), with slight modification, incorporates all provisions of the Total Warrant Officer System. Again, the proponents, commanders and warrant officers report that the Academic Evaluation Report (AER) meets Army needs for evaluation of individual training and education. TWOS has proposed, however, that the AER be used as the method for certifying warrant officer technical and tactical competence at each WOTS level (see Chapter V for detail). The AER, therefore, will meet current and future needs with minor modification.

d. Promotion Element - The Total Warrant Officer System plans for an all-RA active component force upon selection for promotion to W3 at nine years of WO service. The permanent promotion points for the active and reserve components will remain unchanged. The permanent promotion points for all components are prescribed by law, Sections 559 and 3449, Title 10, US Code. The time in grade requirements (three years to W2, six years to W3 and W4) have been incorporated in the Total WO System.

e. Force Management Elements

(1) Voluntary Indefinite (VI) - The Competitive Voluntary Indefinite (CVI) and Final Voluntary Indefinite (FVI) programs, known as the "Two Tier VI System", are prescribed in AR 135-215, Officer Periods of Service on Active Duty. These quantitative and qualitative management tools have proven to be effective. The selection board that reviews WO for CVI and FVI makes a qualitative evaluation and eliminates those whose performance, in light of strength goals established for the board, does not justify their continuation on active duty. These programs have the added advantage of separating officers, when required, at a relatively young service age, four and seven years warrant service respectively, and reducing the impact of involuntary separation after much longer periods of service. The "Two Tier VI System" meets current and future goals and has been incorporated unchanged into the Total Warrant Officer System.

(2) Promotion "Up or Out" Policy - Separation as a result of two-time nonselection for permanent promotion is prescribed in law (Section 564, Title 10, US Code). This provision

permits the Army to separate poor performers from the service. The TWOS has retained this provision in all promotions associated with the new system (except temporary promotion to W2 which is retained as a "field promotion". See AR 624-100 - Promotion of Officers on Active Duty, Chapter 3, for details). The TWOS review of Title 10, U.S.C, revealed that commissioned and warrant officers are treated differently in respect to their mandatory release date after twice being non-selected for promotion. This inequity will be addressed in the legislative package submitted by the TWOS implementation cell.

(3) Selective Continuation in Grade - Selective continuation in grade has been retained as provided for in paragraph 4-15, AR 624-100, when separation is not in the interest of the service. Selective continuation permits the Army to retain warrant officers in shortage MOS and, thereby, assists in meeting requirements. TWOS will include in the legislative package a recommendation to retain selective continuation in the new permanent promotion system for all components.

(4) "Show Cause" - All promotions and school selection boards for WO at the DA level include a "Show Cause" provision in the Letter of Instruction (LOI). The board may recommend that officers show cause as to why they should not be involuntarily separated from the service due to poor performance as prescribed in Chapter 5, AR 635-100, Personnel Separations: Officer Personnel. TWOS did not identify any basis to change these quality control procedures used by centralized selection boards.

(5) Involuntary Separation/Elimination for Cause - Involuntary release under the provisions of 635-100, paragraph 3-58 and 3-58a, Department of the Army Active Duty Board (DAADB) and paragraph 5-12a(13), WO Loss of Special Qualifications, have been validated as effective quality control tools. These provisions must be included in the TWOS request for legislation due to the fact that they cannot be applied to Regular Army warrant officers at this time. In addition, elimination procedures by field commanders UP Chapter 5, AR 635-100 will remain in effect as a qualitative control tool.

4. TWOS investigated all aspects of the Army's utilization policies for warrant officers. As a result, several concepts and procedures not associated with personnel management were also determined to be valid and necessary for the future Total Warrant Officer System:

a. WO Technical Expertise - The concept of technical expertise as a primary characteristic of the warrant officer was retained in the WO definition (see Chapter III, this report) to focus on the essence of the WO role today and in the future Army. Retention of the technical expert focus was based on survey data, expectations of field commanders, and comments from warrant officers throughout the Total Army. This concept was approved by

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the Chief of Staff as part of the new definition.

b. Proponency - The concept of branch proponency outlined in AR 600-3, The Army Specialty Proponent system, was retained for WO MOS. AR 600-3 sets the standards for proponent involvement in WO management matters by outlining the mission and function of the proponents. The involvement of the proponent in WO management provides cohesiveness and synergism in the Army's Branches, conserves resources in training, and permits more effective change as required. TWOS feels that proponent involvement in WO management can be expanded and clarified to provide for a more effective and efficient future Army. A detailed description of this expanded and clarified role is found in Chapter VII of this report.

c. Additional Skill Identifiers (ASI)/Special Qualification Identifier (SQI) - The current system of ASI and SQI has been retained, although TWOS recommended a complete revision of the WO Military Occupational Specialty (MOS) structure (see Chapter XI of this report). The standards for use of ASI and SQI are found in Appendix D and Appendix E, AR 611-112, respectively. ASI are used to identify requirements for specialized skills or equipment unique to a position. SQI are used to identify special qualifications or career tracks within the MOS. TWOS analysis revealed that the current system of ASI and SQI will meet the need to document requirements and identify personnel qualifications. However, TWOS research and analysis also revealed the need for an Additional Qualification Identifier, especially for many Aviation WO MOS and TAADS positions. An AQI is nothing more than a second SQI but has distinctive uses in the TWOS MOS restructure proposal (see Chapter XI of this report). Analysis also revealed that, in the past, some ASI and SQI were developed incorrectly and actually indicate requirements for higher levels of skill and experience. This data was used as part of the development of the decision to code WO positions by rank on personnel authorization documents (see Chapter IV of this report). In the future, establishment of ASI and SQI must be carefully monitored by TRADOC and ODCSPER to ensure they meet the standards of AR 611-112 and accurately depict proven requirements.

5. Two additional aspects of the Army warrant officer program have been left unchanged:

a. Individual WO assignment, management, and professional development (PD) - Warrant officers should manage warrant officers at MILPERCEN, ARPERCEN and in the Army National Guard. This conclusion is based on the results of the TWOS Survey. In response to a question regarding "Branch Management" (See Chapter IX of this report.), 45 percent of the WO responses favored continued management by the WO Division, 24 percent indicated management by "branches", and an additional 28 percent replied "any of the above, as long as it is done by warrant officers". Therefore, TWOS concluded and recommends that individual career managers continue to be WO without regard to which organization

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accomplishes the function.

b. Warrant Officer Insignia - Closely allied to the "Branch Management" issue is the wearing of the WO insignia and colors. War Department General Order 65, dated 29 October 1920, directs that "WO will not be permanently appointed in branches but will be appointed warrant officers of the Army at large". Through many regulatory changes over time, this procedure remains in effect. TWOS did not address the insignia issue and, therefore, made no recommendations regarding branch brass or colors. The TWOS takes the position that appointment in the Branches of the Army may occur in the future (aviation WO are already technically assigned to the Aviation Branch in order to accommodate the provisions of the Aviation Career Incentive Act) and that a fallout of that change may be the wearing of branch related brass and colors. The decision not to pursue insignia changes was further driven by the large number of changes that will occur as a result of the TWOS recommendations and a concern that this change would be viewed as change for change sake.

SECTION 3: Field Visits

1. The DA Total Warrant Officer Study (TWOS) expended a large amount of time and effort involving the Army's senior leadership, field commanders, commissioned officers and warrant officers in the study effort. To accomplish this, TWOS undertook an aggressive Army-wide coordination, briefing, and consultation program to gain the perceptions and insights of the Total Army regarding the warrant officer force. Members of the TWOS Group visited each Army theater which allowed maximum opportunity for comment on future warrant officer management and professional development. Coordination with the U. S. Army Reserve and the Army National Guard was continuous in order to provide Total Army applicability and compatibility.

2. The TWOS Group scheduled trips and briefings to coincide with the development of issues under study by TWOS. The comments received during these visits were relevant to the issues at hand and thus aided TWOS in capturing the strengths and identifying the weaknesses of the current system. They also aided in determining the requirements and what is workable for the future.

3. Information from trips and briefings was consolidated and staffed through TWOS action officers. This information provided the perceptions, insights, and attitudes for use and discussion by all action officers during the development process. Figure II-1 is a chronological list of briefings/trips conducted by the TWOS Group.

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TWOS BRIEFINGS/TRIPS

LOCATION	DATE
Ft Bragg NC/Ft Gordon GA	11 Oct - 16 Oct 84
USAWOA Annual Meeting	17 Oct 84
Washington DC/BG Schott	23 Oct 84
Aberdeen Proving Ground MD	26 Oct 84
Pentagon/MG Porter, DMPM	29 Oct 84
Ft Rucker AL/COL Kitterman	8 Nov - 10 Nov 84
Ft Monroe VA/TRADOC,WOTS IPR	13 Nov - 16 Nov 84
Washington DC/Navy LTCDR Kirk	16 Nov 84
Edgewood Arsenal/ARNG Pre-Test	17 Nov - 18 Nov 84
Wash. DC/EPMS Study Group	19 Nov 84
Washington DC/BG Dean, ARNG	20 Nov 84
Washington DC/LTG Elton, DCSPER	23 Nov 84
Washington DC/COL Bunting, WOD, MILPERCEN	26 Nov 84
Washington DC/BG Rozier, DCSLOG	28 Nov 84
Washington DC/CW4 Conefry, USMC	30 Nov 84
Ft Gordon GA (CONTAACT Conference)	2 Dec - 6 Dec 84
Washington DC/BG Elam, DAS	12 Dec 84
Ft Lee VA/LTG Bergquist, Cdr USA Log. Ctr.	12 Dec - 13 Dec 84
Little Rock AR/ARNG Tng. CTR	17 Dec - 18 Dec 84
Ft Huachuca AZ/Ft Bliss TX, MG Weinstein, Cmdt	17 Dec - 21 Dec 84
Washington DC/MG Porter, DMPM	18 Dec - 19 Dec 84
Ft Huachuca AZ/LTG Paige USAISC	19 Dec 84
Washington DC/MG Donahue	9 Jan 85
Aberdeen Proving Ground MD	16 Jan 85
Washington DC/MG Berkman (OCAR)	16 Jan 85
Wash. DC/COL McCoued, Army Nurse Corps	22 Jan 85
Wash. DC/COL Arnold, DCSOPS	25 Jan 85
Ft Eustis VA&Ft Lee VA/MG Lilley & LTG Bergquist	7 Feb 85
Ft McClellan AL/Redstone Arsenal AL/Ft Benning GA	11 Feb - 15 Feb 85
Wash. DC/BG Teeter, OPMD, MILPERCEN	20 Feb 85
Washington DC/MG McNair, TRADOC, DCSCD	22 Feb 85
Ft Leavenworth KS&Ft Sill OK/LTG Vuono & MG Crosby	23 Feb - 27 Feb 85
Ft Lee VA/QM WO Advisory Counsel	25 Feb - 1 Mar 85
Washington DC/BG Knudson, DCSOPS	26 Feb 85
Washington DC/LTG Bagnal, TRADOC	5 Mar 85
Aberdeen Proving Ground MD/OD WO Council	5 Mar - 7 Mar 85
Washington DC/MG Porter, DMPM	6 Mar 85
Ft Leavenworth KS/CAC	11 Mar - 14 Mar 85
Falls Church VA/MG Cromartie	15 Mar 85
Washington DC/BG Knudson, DCSOPS	18 Mar 85
Ft Harrison IN/Ft Sheridan IL/ Ft Knox KY	18 Mar - 22 Mar 85
USAREUR/LTG Ayers, MG Fiala & MG Cannon	19 Mar - 28 Mar 85
Washington DC/MG Donahue	21 Mar 85
Washington DC/MANPRINT Brief	25 Mar 85
Washington DC/LTG Elton, DCSPER	1 Apr 85
Aberdeen Proving Ground MD/OD WO Counsel	1 Apr - 4 Apr 85
Washington DC/MAJ Swindell (NET)	3 Apr 85

Figure II-1 TWOS Briefings/Trips

LOCATION	DATE
St Louis MO (ARPERCEN/RCPAC)	8 Apr – 10 Apr 85
Washington DC/TAADS Skill/Grade Coding Mtg	11 Apr 85
Washington DC/LTG Elton, DCSPER	12 Apr 85
Ft Harrison IN/MG French, Commandant	22 Apr – 23 Apr 85
Washington DC/DCSOPS, TRI	29 Apr 85
Ft Rucker AL/MG Parker, Commandant	30 Apr 85
Washington DC/COL Arnold, DCSOPS	1 May 85
Ft Bragg NC (National Guard)	4 May – 5 May 85
Washington DC/ASI Meeting	6 May 85
Korea/Hawaii/Ft Lewis WA/GEN Livsey	9 May – 17 May 85
Ft Harrison IN/COL Rose, Dep Cmdt	17 May 85
Washington DC/Proponent GOSC	20 May 85
Arlington Hall Sta.	23 May 85
Washington DC/GEN Thurman, VCSA IPR	29 May 85
Ft Lee VA/LTG Bergquist, CG	31 May 85
Ft Monroe VA/GEN Richardson	3 Jun 85
Alexandria VA/MG Boatner, AMC	5 Jun 85
Ft Meade MD	6 Jun 85
Ft McPherson GA/LTG Jenes & MG Briggs	11 Jun 85
Washington DC/MG O'Leksy, DMPM	12 Jun 85
Fort Monmouth NJ/BG Short	12 Jun 85
Washington DC/LTC Baxley, OCSA PAE	12 Jun 85
Washington DC/Mr Spurlock ASA (M&RA)	13 Jun 85
Ft Lee VA/MG Stillions	12 Jun – 13 Jun 85
Washington DC/COL Flint, EPMS Study Group	18 Jun 85
Washington DC/Mr Spurlock ASA (M&RA)	19 Jun 85
Washington DC/BG Elam, DAS	21 Jun 85
Washington DC/CSM Morrell, SMA	24 Jun 85
Washington DC/GEN Wickham, CSA decision brief	24 Jun 85
Washington DC/COL Wheeler, Cdr 8th PERSCOM	27 Jun 85

Figure II-1   TWOS Briefings/Trips (cont)

SECTION 4:   Surveys

1. BACKGROUND: The TWOS Charter required the development of
comprehensive surveys designed to measure the attitudes and opin-
ions of commissioned and warrant officers (WO) in the field con-
cerning the requirement for and the role of the Warrant Officer
Corps now and in the future Army.   A survey was used to determine
where problems, both real and perceived, existed in the manage-
ment of WO.   On 16 December 1984 and 14 January 1985, the Chief
of Staff, Army, approved the warrant and commissioned officer
surveys, respectively.   Surveys were sent to 20,490 WO and 5,213
commissioned officers.

2. SURVEY METHODOLOGY: Development of the survey was an itera-
tive process.   The sample survey was designed by the TWOS group
to provide data on the issues outlined in the TWOS Charter.   The
initial survey was then reviewed by the Attitude and Opinion Sur-
vey Branch of the Soldier Support Center – National Capital Re-
gion (SSC-NCR) for organization and clarity.   Upon completion

of this review the survey was field tested. The active Army component survey was field tested on 14 January 1985 by the HHC, 1st Army, Fort Meade, Maryland (Commissioned Officer Survey), and US Army Engineer School, Fort Belvoir, VA, and Davison US Army Airfield, Military District of Washington (WO Survey). The US Army Reserve Component WO survey was field tested on 17 November 1984, using the 7th Psy Opns Battalion, Camp Springs, MD, and the 327th Aviation Company, Ft Meade, MD. The Army National Guard component WO survey was field tested on 18 November 1984 using the 1729th Maintenance Battalion (DS-GS), Havre de Grace, MD, and the 307th Aviation Company, Edgewood, Md. Reserve component commissioned officers were not surveyed. The field test recommendations from the pretest were incorporated in the final survey questionnaire. Department of Defense (DoD) Printing Office in the Pentagon printed the surveys and mailed them to the field using the home addresses from the USAMILPERCEN Officer Master File (OMF). The overall survey return rate was 68.8 percent. The ARNG surveys were sent to each state Adjutant General who distributed them to individual WO through their units. Mailing labels for the USAR were provided by RCPAC, St Louis, MO.

3. RANDOM SAMPLING PROCEDURES:

a. The survey was mailed to 25,703 warrant and commissioned officers. Second Lieutenants were not included because of their lack of experience in working with WO. The WO sample was chosen by Management Group Code (MGC) and by grade within each MGC. The desired confidence level was 95 percent by MGC. The final number sent out was sufficient to meet the criteria by MGC. In addition, the number sent was sufficient to have a 95 percent confidence level within all MOS. The computer generated random sample distribution list was furnished by SSC-NCR.

b. Using the above criteria, the number of warrant and commissioned officers from each MGC/Branch to be surveyed was calculated and a computer generated random sample mailing list was made using the last digit of the officer's social security number. The USA MILPERCEN Officer Master File (OMF) was then queried for the addresses of these officers and the survey mailing list was developed. Each officer selected was sent a copy of the survey, an answer sheet, and a self-addressed, stamped return envelope.

4. SURVEY RESPONSE: The following is a summary of the survey response:

OFFICER	MAILED	ANSWERED	PERCENT ANSWERED	NON- DELIVERABLE
Commissioned	5213	2835	58.6%	375
Warrant (Active)	7850	5747	79.9%	660
Warrant (AR/NG)	12640	7660	66.2%	1064
TOTAL	25703	16242	68.8%	2099

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a. Responses to each question were cross-tabulated and analyzed based on a number of demographic variables, for example:

(1) Grade.

(a) WO (WO1, CW2, CW3, CW4)

(b) CO (1LT, CPT, MAJ, LTC, COL)

(2) MOS Type. (Aviation and Technical Service WO)

(3) Component. (RA and OTRA)

(4) Officer Category. (Commissioned and Warrant)

b. Many of the WO MOS were oversampled to allow for detailed analysis. Because of oversampling, a weighting procedure was applied to preclude a disproportionate weight to the perceptions of the WO Corps. This weighting aligned the WO Corps at both the MOS and grade level of detail.

c. Respondent demographics:

(1) Warrant Officer Surveys:

GRADE

	WO1	CW2	CW3	CW4	TOTAL
ACTIVE	382	2795	1858	712	5747
NG/USAR	703	3215	1875	1867	7660

MILITARY OCCUPATIONAL SPECIALTY (MOS)

MOS	Description	Count	MOS	Description	Count
011A	Phy Asst	326	310A	Util Op Tech	40
021A	Club Mgt	24	401A	Airdrop Tech	25
031A	Bandmaster	36	421A	Arm Rep Tech	58
041A	Food Service Tech	116	441A	Rep Shop Tech	46
051A	Food Inspection Tech	39	500A	Marine Deck Officer	42
100A	Multi Eng Util Hel Pilot	111	510A	Marine Engr Officer	36
100B	Util/Obsv Hel Pilot	434	621A	Engr Equip Rep Tech	154
100C	Cargo Hel Pilot	87	630A	Wheel Veh Maint Tech	348
100D	Hvy Lift Hel Pilot	5	630B	Light Sys Maint Tech	17
100E	Attack Hel Pilot	247	630C	FA Veh Maint Tech	21
100K	Multi Eng Attk Hel Pilot	9	630D	Armor/Cav Maint Tech	26
100Q	Cbt Svc Spt FW Pilot	64	630E	DS/GS Staff Maint Tech	123
100R	Cbt Svc FW Pilot	18	711A	Mil Pers Tech	409
150A	ATC Tech	6	712A	Gen Staff Admin Tech	24
160A	Avn Maint Tech	34	713A	Legal Administrator	63
180A	Sp Opns Tech	14	741A	ADP Tech	113
201A	Meteorology Tech	34	761A	Gen Supply Tech	366
202A	Bio-Med Equip Rep Tech	63	762A	Spt Supply Tech	223
211A	Tgt Acq Radar Tech	58	811A	Photo Map Tech	12

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214E	Pershing Msl Sys Tech	54	821A	Survey Tech	13
214G	Lance Msl Sys Tech	7	833A	Repro Tech	9
221B	Nike Msl Assy Tech	20	841A	Terrain Analysis Tech	17
222B	Nike Msl FC Tech	24	951A	Criminal Investigator	320
222C	Patriot Sys Tech	41	961A	Attache Tech	31
223B	Hawk Msl Sys Tech	95	962A	Imagery Interp Tech	42
224B	Chaparral/Vulcan Sys Tech	57	964A	Order of Battle Tech	52
224D	Sgt York AD Sys Tech	6	971A	Counterintel Tech	139
252A	Calbr Rep Tech	26	972A	Area Intel Tech	22
260A	Nuc Wpn Tech	109	973A	Interrogation Tech	45
271A	Land Cbmt Msl Sys Rep Tech	46	982A	Traffic Analysis Tech	57
285A	EW/INTCP Equip Rep Tech	40	983A	Eman Analysis Tech	27
286A	C-E Equip Rep Tech	204	984A	Morse Intcp Tech	14
287A	DPS Rep Tech	48	985A	Non-Morse Intcp Tech	10
290A	Telecom Tech	201	986A	Emit Loc/Id Tech	10
310A	Util Op and Maint Tech	40	988A	Voice Intcp Tech	26

MAJOR COMMAND

USAREUR	1406	Duty With USAR/NG	139
EUSA	156	JOINT COMBINED HQ	72
USARJ	18	INSCOM	283
WESTCOM	120	USACIDC	306
TRADOC	607	USAISC	167
FORSCOM	1425	1ST ARMY	121
AMC	120	2D ARMY	73
MDW	45	4TH ARMY	51
HSC	179	5TH ARMY	123
USMA	10	6TH ARMY	112
OTHER	193		

MILITARY EDUCATION LEVEL

WARRANT OFFICER SENIOR COURSE	1066	18.5%
WARRANT OFFICER ADVANCED COURSE	1522	26.5%
WARRANT OFFICER ENTRY COURSE	1016	17.7%
WARRANT OFFICER CANDIDATE COURSE	496	8.6%
WARRANT OFFICER ORIENTATION COURSE	1647	28.7%

CIVILIAN EDUCATION LEVEL

DOCTORAL DEGREE	20	.2%
MASTERS DEGREE	312	5.4%
PROFESSIONAL CERTIFICATE	49	.9%
BACHELORS DEGREE	1100	19.1%
ASSOCIATES DEGREE	1475	25.7%
2+ YEARS OF COLLEGE (no degree)	1267	22.0%
LESS THAN TWO YEARS OF COLLEGE	1109	19.3%
HIGH SCHOOL OR GED WITH NO COLLEGE	307	5.3%
MISSING CASES	118	2.1%

SOURCE OF APPOINTMENT

WARRANT OFFICER CANDIDATE ENTRY TNG	1253	21.4%
DIRECT APPOINTMENT FROM ENLISTED	4001	69.6%
DIRECT APPOINTMENT FROM COMM STATUS	85	1.5%
DIRECT APPOINTMENT FROM CIV/OTHER SVC	172	3.0%
WARRANT OFFICER PREAPPOINTMENT TNG	258	4.5%

(2) Commissioned Officer Survey

GRADE

	1 LT	CPT	MAJ	LTC	COL
ACTIVE	327	559	585	649	715

BRANCH

Adjutant General	182	Military Intelligence	169
Air Defense Artillery	125	Military Police	46
Medical Service	185	Ordnance	146
Judge Advocate	66	Quartermaster	98
Field Artillery	288	Transportation	89
Engineer	189	Armor	200
Infantry	260	Aviation	306
Signal	174	Medical	310

MAJOR COMMAND

USAREUR	409	Duty with USAR/NG	26
EUSA	50	JOINT COMBINED HQ	168
USAJ	11	INSCOM	48
WESTCOM	41	USACIDC	8
TRADOC	494	USAISC	53
FORSCOM	546	USAREC	16
AMC	126	HQDA Staff Element	253
MDW	37	USAHSC	308
USMA	36	OTHER	205

5. The results of the surveys are contained in ANNEX B, Volume II, of this report.

SECTION 5: Proponent Workshops

1. MOS proponent agencies played a principal role in developing the issues for the TWOS analysis. In order to accomplish this, the TWOS Group conducted two workshops involving the proponent agencies, the integrating centers, HQ, TRADOC, and the ARSTAF. The workshops were structured to allow the participants to review proposals and create options that could be further developed by TWOS. Workshop I was held 28 - 30 January 1985, and Workshop II was held 7 - 9 May 1985, at the Mosby Reserve Center, Ft Belvoir, VA. Grade level of workshop participants ranged from CW2 to LTC.

2. The participants submitted issue papers to TWOS prior to the workshops. Workshop attendees split into small workgroups that were led by members of the TWOS Study Group. The workshops concluded with a workgroup concensus or a modified position on TWOS proposals.

SECTION 6: General Officer Study Advisory Group

During the early stages of the study, the TWOS sponsor directed that a General Officer Study Advisory Group (SAG) be organized in accordance with AR 5-5, Army Studies and Analysis, and DA PAM 5-5 - Guidance for Army Study Sponsors, Sponsor's Study Director, Study Advisory Group, and Contracting Officer Representatives. The purpose of the SAG was to provide assistance and guidance as the study progressed. TWOS maintained contact with SAG members (see FIG II-2) during the course of the study. TWOS met with the SAG in two separate meetings, 8 March 1985 and 14 June 1985. Letters of invitation and read-ahead packages were provided to each SAG member in advance of the meetings. The TWOS Action Officers prepared the issue papers for their respective subjects and briefed the issues to the SAG. Following the meetings, the TWOS group prepared after action reports for the TWOS Sponsor and forwarded them to each SAG member for concurrence and comment.

STUDY ADVISORY GROUP
MEMBERS

LTG BERGQUIST - CG, USALOG CEN

MG(P) JOHNSTON - DIR TRNG, ODCSOPS

MG DONAHUE - DCSIM

MG HUYCKE - DTSG

MG McNAIR, Jr. - DCSCD, USATRADOC

MG OVERHOLT - TAJAG

● MG O'LEKSY - DMPM, ODCSPER

MG BOATNER - DCSPER, AMC

BG(P) TEETER - DIR OPMD, USA MILPERCEN

BG CIANCIOLO - DEP DIR WEAPONS SYSTEMS, ODCSRDA

BG DEAN - DEP DIR, ARNG

BG KNUDSON - DIR FORCE REQ/ARMY AVN OFFICER

BG MOTT, III - DEP CHIEF, USAR

BG ROZIER, Jr. - DIR PLANS & OPNS, ODCSLOG

BG SHUFELT - DACSI
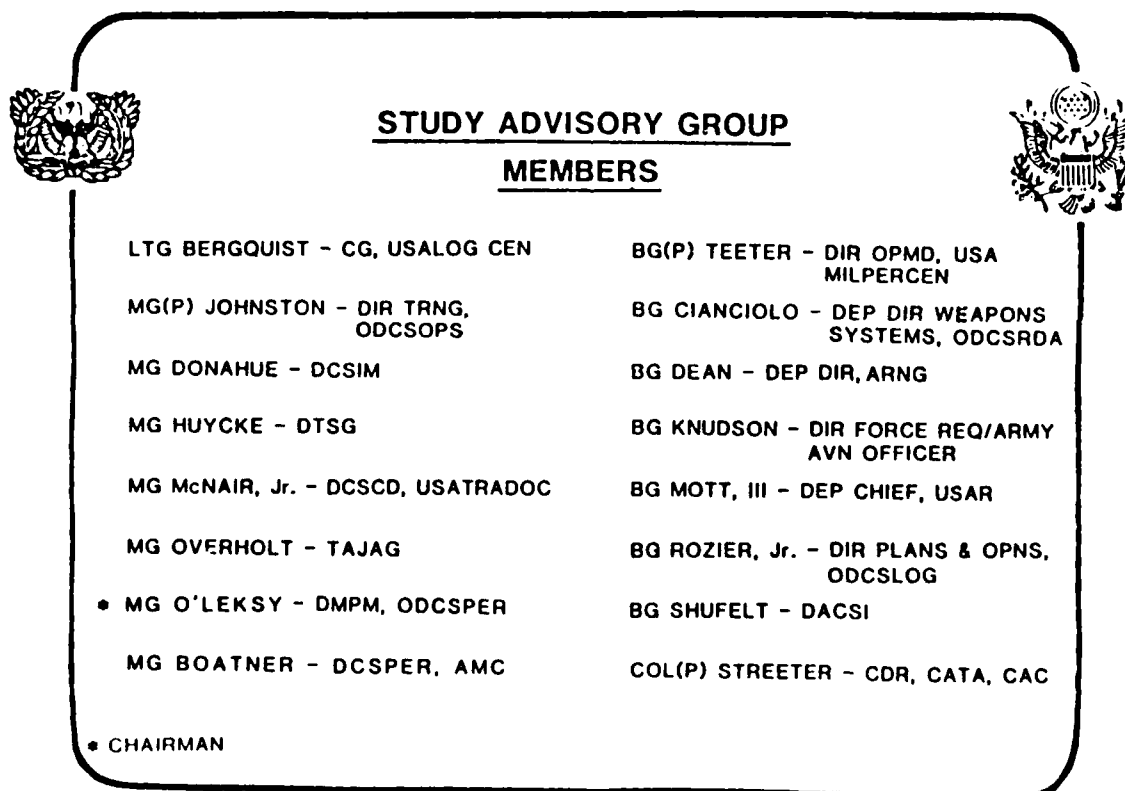
COL(P) STREETER - CDR, CATA, CAC

● CHAIRMAN

Figure II-2: Study Advisory Group Members

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SECTION 7: TWOS NET

1. The TWOS NET was a computer-based teleconference system to
provide an information exchange network in support of group de-
cision making. The advantages of the NET were that the members
did not have to be co-located or work on identical time schedules
to participate in the study effort.

2. The NET was a subconference of the Army teleconferencing net
FORUM. FORUM is administered by the Director of the Army Staff
through the Director of Management. Cost is computed on the ba-
sis of time used. For planning purposes, the computer rate is
approximately twenty dollars per hour. User rates are signifi-
cantly lower after hours and on weekends. Usage varies dependent
on the type of conference, involvement of the members, and the
level of conference activity. Gererally, the average FORUM usage
was one hour per week per participant.

3. Initially, members of the TWOS NET were selected based on
their current assignment. However, several members were invited
to join because of their backgrounds and expertise. Participants
on the TWOS NET were issued separate user numbers and passwords.
They could enter the conference at any time using a data terminal
connected to the system with a commercial telephone. Much useful
information was gained from this net.

4. TWOS recommended that the NET continue throughout the imple-
mentation phase to allow members to provide information and as-
sistance to the implementation team.

SECTION 8: Futures, Philosophy and Environment

1. TWOS was chartered to examine the current personnel manage-
ment and professional development system and, if necessary, de-
velop an innovative system to produce the WO required by the Army
of the future; one who is a leader and possesses a sound level
of technical and tactical competence. The future requirements
analysis consisted primarily of researching all known Army future
documents. TWOS built upon the future doctrine and concepts as
defined by the Professional Development of Officers (PDOS) and
Officer Personnel Management System (OPMS) Study Groups. Addi-
tionally, the study group researched Air-Land Battle doctrine,
the Army 21 concept, Army of Excellence and Division 86 struc-
tures, Army Science Board reports, plus DCSPER and DCSOPS future
papers. Personnel management and professional development poli-
cies designed by the study are congruent with known future po-
licy.

2. The PDOS Group was formed to evaluate the Officer Profession-
al Development System. The study focus was on training, educa-
tion, socialization and assignment which will form the basis for
officer professional development during the period 1985 through
2025. The PDOS stresses long-term coherent development to estab-
lish: foundations in values distinctive to the profession of

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arms, warrior spirit, expertise in the art and science of war, a common shared operational language, leader-mentor skills and decision making capacity. These will be reinforced at each training level to maximize the officer's effectiveness in future assignments. The TWOS links with PDOS in many aspects, e.g., warrior spirit training in warrant officer courses, Military Qualification Standards (MQS) for warrant officers, and selection of quality instructors for warrant officer career courses.

3. The OPMS Study Group was formed to ensure that an officer's career is managed in accordance with professional development and assignment policies. The study focused on active duty commissioned officers managed by Officer Personnel Management Directorate of the USAMILPERCEN. The study group also looked at certain aspects of the special branches, warrant officers, and the reserve component.

   a. A major function of OPMS was to determine the requirements of the future officer and to develop that officer, while allowing for environmental changes and preserving officer fundamentals.

   b. TWOS evolved from the OPMS Study as a broader and more in-depth examination of warrant officer management. The reserve component (RC) personnel management and professional development system will be modeled after the active component system designed by TWOS. RC personnel management and professional development standards must be the same as those of the active Army, however time lines and some RC implementation procedures may require modification.

   c. Philosophically, TWOS links with OPMS in the following areas:

      (1) A revised definition of a warrant officer is required.

      (2) Warrant officer quantity and quality must be sustained.

      (3) Warrant officer positions on personnel authorization documents must be coded by rank.

      (4) Increased demands, due to increasing equipment complexities and costs, will be placed on future warrant officers.

4. TWOS determined that WO of the future will be affected by the conceptual doctrine contained in Army 21 as outlined below:

   a. Under the "pockets of conflict" scenario, the leader will be the senior soldier present. Therefore, all WO must be tactically as well as technically competent and possess a high degree of leadership ability.

   b. They will be involved in fielding, operating and maintaining hi-tech equipment on the future battlefield.

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c. They must possess knowledge of tactics, as required by their military occupational specialty (MOS), to survive and operate in a high threat environment dominated by highly lethal weapons systems. For example, all WO will be required, as a minimum, to possess the tactical competence to organize a unit perimeter defense.

d. They must be familiar with the operation and use of computers.

e. They must be adaptable and flexible to operate in a highly mobile scenario with a 360 degree battle orientation.

5. The future WO must obtain and maintain proficiency in combat skills as follows:

a. Possess the ability to lead, operate, and manage in a hi-tech environment.

b. Maintain a high state of combat readiness and be both technically and tactically competent.

c. Possess the mental agility to analyze the situation, make decisions, and take decisive actions under stress and in the absence of command communications.

d. Possess the ability to assume the initiative knowing only the intent of the commander.

e. Be resourceful and innovative.

f. Possess the ability to be a counselor, teacher, and mentor.

g. Be highly skilled in all aspects of soldier, officer, and technician responsibilities related to their MOS.

h. Be mentally, psychologically, and physically tough.

6. Warrant officers will be key members of units and will greatly enhance the Army's fighting ability on hi-tech battlefields. To maximize effectiveness, future warrant officers must make the following contributions:

a. Provide leadership.

b. Ensure technical competance at all levels of the unit through instruction and validation of technical proficiency.

c. Motivate soldiers to win.

d. Integrate the technical aspects of the unit with the combat mission.

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e. Provide flexible, responsive support when and where need-
ed.

7. Characteristics and contributions of this future WO will en-
sure success on the battlefield. These characteristics are in-
corporated in the new WO definition (see Chapter III). Only
those individuals who possess or develop these characteristics
and make the required contributions will be able to meet the in-
creasing demands of the hi-tech integrated battlefield environ-
ment.

8. To be successful on the battlefield, all WO must be properly
educated, trained and tactically/technically proficient. Ci-
vilian education must be incorporated in the WO professional
development plan. To ensure readiness, critical standards will
be developed, defined, and published. These standards, which
will describe tactical and technical tasks, <u>must be the same
for both the reserve components and the active Army</u>. Training
and certification methods must be developed for each MOS to en-
sure only the most technically and tactically competent WO are
appointed and retained. Only the most qualified warrant offi-
cers should be assigned as academic instructors. Programs of
Instruction (POI) must provide quality education and be frequent-
ly updated to keep pace with rapidly changing technologies. The
Warrant Officer Training System (WOTS) must be revised to expand
the WO tactical role. Due to the low density of some WO MOS and
the high cost of creating new courses, expanded use of existing
both military and civilian courses must be considered during the
training development process. In order for WO to be able to per-
form in the increasingly hi-tech future environment, an expansion
of AERB validation of WO positions can be expected. Proponents
should examine WO Training with Industry programs to ensure that
WO are trained "up front" as operator/maintenance experts on new
equipment. WO will assist in the regimental affiliation goals
through longer service within the units to improve cohesion and
operational readiness.

SECTION 1: Recommendation

The CSA approved a new definition of an Army warrant officer on 24 June 1985. Following is the new definition:

WARRANT OFFICER DEFINITION

JUNE 1985

"AN <u>OFFICER</u> APPOINTED BY WARRANT BY THE SECRETARY OF THE ARMY, BASED ON A <u>SOUND LEVEL</u> OF TECHNICAL AND <u>TACTICAL COMPETENCE.</u> THE WARRANT OFFICER IS THE HIGHLY SPECIALIZED EXPERT AND <u>TRAINER</u> WHO, BY GAINING <u>PROGRESSIVE LEVELS</u> OF EXPERTISE AND <u>LEADERSHIP</u>, OPERATES, MAINTAINS, ADMINISTERS, AND MANAGES THE ARMY'S EQUIPMENT, SUPPORT ACTIVITIES, OR TECHNICAL SYSTEMS FOR AN <u>ENTIRE CAREER.</u>"

Figure III-1: New Warrant Officer Definition

SECTION 2: Background

1. The development of a clear and concise definition which encompasses all warrant officer specialties was paramount to the development of a Total Warrant Officer System. Previous definitions, originally published almost 30 years ago, did not adequately reflect either the present or the future range of WO roles or utilization policies.

OLD DEFINITIONS OF WARRANT OFFICER

```
┌─────────────────┐        ┌─────────────────┐
│ AR 310-25       │        │ AR 611- 112     │
│                 │        │                 │
│ DICTIONARY OF   │        │ MANUAL OF WARRANT│
│ ARMY TERMS      │        │ OFFICER MOS     │
└─────────────────┘        └─────────────────┘
```

WARRANT OFFICER: AN OFFICER APPOINTED BY WARRANT BY THE SECRETARY
OF THE ARMY TO PERFORM SPECIALIZED OR TECHNICAL MIDDLE MANAGEMENT
FUNCTIONS...

        o ABOVE ENLISTED LEVEL

        o TOO SPECIALIZED FOR COMMISSIONED OFFICER
           DEVELOPMENT

        o PRIMARILY TECHNICAL AS OPPOSED TO TACTICAL

Figure III-2: Old Definitions of a Warrant Officer (Extract)

2. The old definitions contained terms which did not define the
role of the Army WO. For example, "... perform duties which tend
to restrict the development of commissioned officers .." and .."
technical as opposed to tactical..". The latter does not support
the fact that on the battlefield every soldier, regardless of
rank, must possess and be proficient in at least basic soldier
skills. In addition to basic skills, levels of tactical compe-
tence will be driven by the MOS requirements. Tactical compe-
tence requirements are evident in the role of the Special Forces
warrant officer or the warrant officer Attack Helicopter Pilot.
In the technical services, the support warrant officer could be
the senior leader in an "island of conflict" on the battlefield
of the future, where knowledge of perimeter defense techniques
may be the difference between survival or demise for the officer
and his soldiers.

SECTION 3: Essential Elements

1. TWOS analysis identified the shortcomings of the old defini-
tions. Solutions to these shortcomings became the essential ele-
ments in the new definition of the Army WO.

2. The essential elements and some new terms were incorporated

in the TWOS definition. These essential elements and terms are amplified below:

a. Officer - Identifies the warrant as an officer possessing the special values required of an officer including; personal and professional ethics, integrity, confidence, competence, and warrior spirit.

b. Sound Level - Establishes entry level competence which is certified by the proponent. This also means that a WO is appointed at an acceptable level based on MOS requirements as determined by the proponent.

c. Technical and Tactical Competence - Determined by the MOS proponent based on the requirements of the MOS that recognizes different competencies throughout the range of WO specialties.

d. Trainer - Institutionalizes the historical role of the warrant officer as the in-depth technical system and equipment trainer. A role which is increasingly important in the rapidly modernizing Army.

e. Progressive Levels - Recognizes that the knowledge, capability and professional development demands required of a WO1 are significantly different from those of a CW4. Reflects the philosophy of the skill hierarchy which exists in warrant officer MOS but has not been reflected in personnel authorization documents (see Chapter IV).

f. Leadership - Warrant officer leadership is needed to keep technical elements of the team functioning as an efficient part of the Total Army effort.

g. Equipment, Technical Systems, or Support Activities - Includes the full range of warrant officer specialties from the warrant officer helicopter pilot, through the warrant officer physician's assistant, to the warrant officer personnel administrative technician.

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CHAPTER IV: POSITION CLASSIFICATION

SECTION 1:   Background

1.   Warrant officer positions on current personnel authorization documents are not coded by rank.   All warrant officer positions are coded "WO", in effect meaning any WO with the correct MOS, regardless of his grade or experience, can work in the position. The lack of rank coding of WO positions within TAADS has prevented the development of an institutionalized, requirement driven assignment and professional development system for warrant officers even though commanders and personnel managers know that there is a difference between what a W1 and a W4 is expected to "be-know-do".

2.   Position classification analysis identified that warrant officers have an entry level of competence and that during their career they progress to tougher more demanding jobs.   The Chief of Staff, Army (CSA) approved the TWOS recommendation of position coding by rank groups for warrant officers.

3.   Two previous studies had analyzed the WO position classification issue.   The first of these was the Warrant Officer Career Program Study in 1966.   This study was directed by the Deputy Chief of Staff for Personnel after reviewing the results of the Army Aviation Personnel Management Study.   The significant conclusions contained in that study on warrant officer utilization were:

   a.   Current policies and regulations for warrant officer utilization were valid and required only minor changes to current regulations to encompass new requirements in the program.

   b.   Warrant officers grew in level and scope of competency during their progression through the warrant grades, but remained within their specialization categories.   WO could be repeatedly assigned to similar positions irrespective of their grade within the warrant structure.   They were not "promoted out" of position levels, but continued as officer technicians who remained in their skills, close to their equipment and operating personnel.

   c.   There was considerable flexibility for the utilization of warrant officers with only minor modification to the parameters set forth by the utilization criteria and Military Occupational Specialty (MOS) structure.   This flexibility was seen in the following:

      (1)   The lack of grade identification on warrant officer positions provided for flexibility of assignment.

      (2)   Warrant Officers could be awarded an additional MOS, if qualified.   Current regulations allowed for warrant officers to be used in their additional MOS if there were no vacancies

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in their primary MOS.

        (3) Warrant officers could be assigned additional du-
ties in the same manner as commissioned officers.

        (4) By regulation it was possible and proper, in an
emergency, for a warrant officer to assume the responsibilities
and perform the duties of a commissioned officer when one was
not available for duty.

    d. The 1966 study determined that warrant officers were as-
signed to positions of responsibility. As long as it was agreed
in concept that warrant officers were master craftsmen or tech-
nicians, they could be placed in positions of greater responsi-
bility without entering the commissioned officers' sphere of re-
sponsibility.

    e. An equitable system did not exist to relate warrant of-
ficer rank to echelonment of positions by skill, responsibility
or organizational level.

4. The second study, the Review of Education and Training for
Officers (RETO), was directed by the CSA in August 1977. RETO
looked at a description of every officer duty position, surveys
of officer opinions, other education systems that included for-
eign armies and civil industry, and a review of literature pre-
viously published on the subject. The following is a summary
of the RETO proposals on warrant officers made to the CSA and
his decisions on the proposals with milestone information:

RETO ISSUE #29 - Warrant Officers DA STAFF PROPONENCY - DCSPER

RETO PROPOSAL NUMBER	DECISION AND CSA GUIDANCE	ACTIONS/(MILESTONES)
29a	Replace Warrant Officer Advanced Courses with TDY functionally oriented courses designed to renew knowledge, update existing skills and increase the technical proficiency of all warrant officers who require such training. DEFERRED pending TRADOC front-end analysis results.	TRADOC, upon completion of job/task analysis and training development pro-gram for warrant officers, will submit recommendations to Department of the Army (ATTN: DAMO-TRI) as to whe-the warrant officer ad-vanced course should be replaced with TDY, func-tionally oriented courses. (FY 80-86)
29b	Task analyze warrant officer positions in conjunction with the recommended "front-end" analysis of commissioned	TRADOC will include warrant officer positions in their on-going job/task analysis of officer positions. (FY 80-36)

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29c	Upon completion of the "front-end" analysis:	NOTE: All sub-elements of this RETO proposal are listed as disapproved. However, if resources are expended to conduct a detailed analysis of each warrant officer position in the US Army, then some of the recommendations may and should be considered by MILPERCEN for further evaluation and additional recommendations to CSA.
	APPROVED	
29c(1)	Establish qualification standards for type Table of Organization and Equipment (TOE)/Table of Distribution and Allowance (TDA) positions.	

DISAPPROVED

29c(2)	Revise and develop functional TDY courses to support training needs	N/A

DISAPPROVED

29c(3)	Discontinue or reorient the Warrant Officer Senior Course (WOSC) to reflect valid CW4 training requirements.	N/A

DISAPPROVED

29c(4)	Modify civilian educational goals in consonance with validated requirements essential for performance of duty.	N/A

DISAPPROVED

29c(5)	Grade warrant officer positions on TOE and TDA.	N/A

5. TWOS also reviewed the findings of recent Department of the Army studies. The first of these, the Officer Personnel Management System (OPMS) study, was a comprehensive review of the Officer Personnel Management System. As a result of a decision by the Deputy Chief of Staff for Personnel, OPMS was also directed to examine warrant officer personnel management. The OPMS study recommended two courses of action on the issue of warrant officer position coding. However, the CSA deferred OPMS study recommendations and directed that the position coding issue become part of a separate study of the warrant officer program. The issue of position coding was subsequently referred to the

TWOS Group for analysis.

6. The Professional Development of Officers Study (PDOS) was chartered to examine the future environment that officers might perform in during the 1984 - 2025 timeframe. TWOS incorporated the PDOS "future scenario" to define Army requirements for warrant officer role and utilization.

7. The TWOS conducted an extensive review of the policies and procedures pertaining to the classification of positions to determine specific requirements to classify warrant officer positions. The primary reference for this review was Army Regulation 611-1, The Army Classification System. For commissioned and warrant officers positions AR 611-1 states that the Army will use the following factors to determine the category (commissioned or warrant) of position incumbent:

    a. Organizational setting (including level and magnitude of responsibility).

    b. Authoritative responsibility (including supervision provided and received).

    c. Criticality of the position to mission accomplishment.

    d. Skills and knowledge required (including education and unique specialty training).

8. Another reference used during the TWOS study effort was the warrant officer MOS criteria in Chapter 6, AR 611-112, Manual of Warrant Officer Military Occupational Specialties, Specifications for Warrant Officer MOS. This chapter outlines additional factors considered in the examination of warrant officer position classfication. Finally, AR 570-5, Manpower Staffing Standards System, was used as a reference for the methods of how skill and grade determinations are made. The methods used are dependent on the type of analysis team, input or lead, that is conducting the analysis. After both teams have completed their analysis, a compilation of the recommended occupational groups is used to determine the personnel category that best supports the requirement.

Assumptions, Hypothesis, and Methodology

1. Since the 1966 Warrant Officer Career Program Study, 13 related studies have concluded that skills required to meet warrant officer positions require comprehensive identification. Each of these studies concluded that position identification should be stated in terms of the grade required. Warrant officer positions have not been graded because the methodology has never been developed to determine the differences between positions based on skill, experience, responsibility, and authority.

2. Each warrant officer MOS distinguishes functional skill re-

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quirements within occupational areas. Although this identifies definitive skill requirements, it does not identify the hierarchy of skills and the progressive utilization within these skill areas. As a basis to determine if a skill hierarchy or skill progression exists, three assumptions had to be established:

a. Skills in warrant officer occupational areas which require additional training and are experientially derived signify a position requirement that should be identified.

b. Responsibility and authority, required by a position, must be identified in order to assign a person with the proper level of authority to accomplish the mission.

c. Skills, authority, and responsibilities which are progressive in employment should be identified sequentially to ensure that personnel are developed sequentially.

3. Systematic development and identification procedures of these factors should be completed for warrant officer positions to ensure that the "right person with the right skills (initial and progressive) is assigned at the right time".

4. Therefore, the hypothesis of the problem of warrant officer position classification is that warrant officer position classification is not sufficiently developed to efficiently use warrant officers to accomplish the Army's missions of combat, combat support and combat service support based on current and future doctrine.

5. The following analysis techniques were used to accomplish identification of position requirements:

a. Requirements Assessment

b. Compilation of Job Analysis Data

c. Data Analysis

d. Solution Strategy Evaluation

e. Comparative Strategy Analysis

f. Recommendation

SECTION 2: Requirements Assessment

Classification Assessment

1. The TWOS conducted a review of the current classification guidelines as defined in Army regulations to determine the validity of existing warrant officer occupational areas. The TWOS used AR 611-101, Commissioned Officer Specialty Classification System; AR 611-112, the Manual of Warrant Officer Military Occu-

pational Specialties; and AR 611-201, Enlisted Career Management Fields and Military Occupational Specialties, to assess the current WO classification system. All occupational areas were evaluated based on the specifications, qualifications, and duties performed. These factors were compared with each of the related commissioned and enlisted occupational areas. Appendix 1, Annex A, Vol II, of this report, lists the related commissioned officer and enlisted occupational areas by specialty code or MOS.

2. An extract of the commissioned officer specialties, enlisted MOS and warrant officer occupational area guidance was consolidated by warrant officer occupational areas. A decision matrix was then constructed which each TWOS action officer used to evaluate each duty description. The matrix included the following items: overlap of responsibilties, technical duties performed, prerequisites for military training, and overload of technical duty requirements. The results of the assessment on all warrant officer occupational areas are detailed in Appendix 2 of Annex A, Vol II. The significant results of the action officers analyses are indicated below:

    a. The warrant officer occupational areas listed below were identified as having significant overlap with enlisted MOS:

        021A - Club Manager
        031A - Bandmaster
        252A - Calibration and Repair Technician
        441A - Repair Shop Technician
        711A - Personnel/Administration Technician
        712A - General Officer Staff Technician
        713A - Legal Administration Technician
        741A - Data Processing Technician
        962A - Imagery Interpretation Technician
        971A - Counter Intelligence Technician
        972A - Area Intelligence Technician
        973A - Interrogation Technician

    b. Warrant officer occupational areas identified that require significant expansion are:

        160A - Aviation Maintenance Technician
        286A - Communication-Electronic Equipment Maintenance
               Technician
        290A - Telecommunications Technician

Additional Skill Identifier (ASI)/Special Qualification Identifier (SQI) Assessment

1. An assessment was conducted on all ASI and SQI to determine if the criteria for designation of these skills were position specific or inclusive skills within certain warrant officer MOS. This assessment was conducted based on the premise that all ASI or SQI should be applicable to all warrant officer occupational areas and positions, and not be occupational area specific. The

rationale for this premise is due to the utilization requirements for warrant officers. As a foundational interpretation of warrant officer utilization criteria, it was determined that warrant officer utilization is principally skill based and these skills are developed through experience and training. Therefore, skills currently designated ASI or SQI which are specific to occupational areas, are actually prerequisite, entry, or advanced skills based on the hierarchy of sequential skill progression.

2. The detailed results of the ASI and SQI evaluation are listed in Appendix 3 of Annex A, Vol II. The significant findings were:

    a. The following SQI and ASI were identified as general to all warrant officer occupational areas:

SQI -	6	Instruction Methods Developer (IMD)
	7	Parachutist
	8	Instructor
	V	Intermediate Maintenance Technician
	Z	Research, Development, Test, and Evaluation (RDTE) Technician

ASI -	4A	Warrant Officer Senior Course Grad
	5G	Special Forces
	6B	General Safety
	9C	Tactical Exploitation National Space Capabilities Technician
	9M	Technical Intelligence Technician

    b. All remaining SQI and ASI were determined to indicate advanced skills within an occupational area and awarded only through prerequisites training or experience, formal warrant officer professional development training, or warrant officer experiential credit.

Enlisted Feeder MOS Assessment

1. An enlisted feeder MOS assessment was conducted to identify enlisted MOS from which warrant officers are accessed and to determine how they interfaced with their counterpart WO MOS in the following areas:

    a. Technical diversification relationship.

    b. Advanced skill requirements of enlisted MOS versus warrant officer skill requirements.

    c. Single and dual enlisted feeder MOS. Department of the Army Circular 601-84-4, Warrant Officer Procurement Program, was used as a reference to identify the enlisted feeder MOS/WO accession MOS interface.

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d. Organizational Managerial Span of Control.

2. The detailed findings of the enlisted feeder MOS assessment are listed in Appendix 4 of Annex A, Vol II. The significant findings of the assessment are:

a. Twenty-one warrant officer MOS have only a single enlisted feeder MOS.

b. Thirteen warrant officer MOS have dual enlisted feeder MOS.

c. Nine warrant officer MOS have more than 10 enlisted feeder MOS.

d. MOS 100B - Utility/Observation Helicopter Pilot does not have a specific enlisted feeder MOS. Accession is authorized from any enlisted MOS.

Numerical Support Assessment

1. The evaluation of the criteria used to determine warrant officer position requirements included an analysis of the number of positions in the active component within a given occupational area. This analysis was made to identify warrant officer occupational area requirements that had been reduced due to recent Army force modernization efforts.

2. MOS that have fallen below the numerical support criteria of 35 positions as listed in AR 611-112 were identified. Additionally, MOS that had less than 50 positions were identified as borderline. The occupational areas that did not meet the numerical criteria as borderline were identified for the following reasons:

a. They do not support separate career fields required by AR 611-112.

b. TWOS could not justify retaining small density MOS without affecting space-imbalanced MOS (SIMOS). The positive and negative impacts of SIMOS had to be identified to determine the need for the occupational area.

c. Small density occupational areas usually cannot support continuous professional development training requirements.

d. Low density occupational areas not requiring additional training beyond the entry level may overlap the requirements of advanced enlisted MOS.

3. The detailed findings of the Numerical Support Assessment are in Appendix 5 of Annex A, Vol II. The significant findings of this assessment are:

a. Nine MOS were identified that did not meet the numerical

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support requirement of 35 positions to justify the occupational area.

b. Eight MOS were identified that did not meet the numerical borderline support requirement of 50 positions.

SECTION 3: Compilation of Data

Review of Education and Training for Officers (RETO) Job Analysis

Data Compilation

1. To determine if a job hierarchy exists in warrant officer occupational areas, the TWOS Group used RETO job analysis data for the development of training systems. This provided job requirements information in a quantitative format for use in analyzing position requirements.

2. This information on RETO Job Analysis data was collected to:

a. Determine the status of the job analysis conducted on each warrant officer occupational area.

b. Determine the reliability of job analysis data collected.

c. Ensure that the data collected was based on the critical tasks identified for each warrant officer occupational area. *This was collected to determine essential occupational area task and skill requirements.* This information provided a quantifiable measurement of job content and a method to identify any specific task or skill overlap between warrant, commissioned, and enlisted MOS/specialties.

d. Identify and quantify future professional development training envisioned by the MOS proponents.

3. The following information was gathered:

a. Date MOS Comprehensive Occupational Data Analysis Program (CODAP) survey developed.

b. Number of tasks surveyed.

c. Number of surveys sent to incumbents.

d. Number of surveys returned from incumbents.

e. Date data analysis was completed by SSC-NCR.

f. Critical Task Selection Board information.

g. Instructional Systems Development Document data.

4. The data collected for the RETO job analysis is in Appendix

6 of Annex A, VOL II. The significant findings of the job analysis data are shown below:

a. When the study effort commenced, 55 of the 71 warrant officer MOS had undergone job analysis.

b. Of the 55 MOS with completed job analysis, critical task selection boards to identify training tasks were conducted on 23 MOS.

c. Training plans were revised for 16 of the 23 MOS which had been analyzed by critical task selection boards.

d. Four warrant officer MOS were exempted from the RETO job analysis.

e. Nine MOS had been recently created and therefore the RETO job analysis had not been conducted.

f. A consolidated RETO job analysis was conducted for all aviation warrant officer positions based on the duty requirements of specific aircraft.

g. The job analysis for the Aviation Maintenance Technician, MOS 160A, was consolidated with the analysis of commissioned officer aviation maintenance positions.

Comprehensive Occupational Data Analysis Program (CODAP)

Quantitative measurement techniques were used to determine the duties performed by warrant officer position incumbents, the tasks and skills required for each position, and the equipment or systems used in each position. Additionally, information was obtained on commissioned officer and enlisted positions to analyze the duty functions within occupational areas, task and skill overlap, and the sequential skill hierarchy from enlisted MOS to warrant officer occupational areas.

TWOS CODAP Survey Development and Data Collection

1. To support the analysis, TWOS developed a job analysis worksheet (figure IV-1) to capture the following data:

a. Enlisted feeder MOS.

b. Enlisted MOS skill level.

c. Number of enlisted tasks for each feeder MOS by skill level.

d. Warrant officer skill level.

e. Number of warrant officer tasks in each skill level.

f. Number of related commissioned officer tasks.

g. Commissioned officer Military Qualification Standards (MQS) level.

h. Number of tasks for the related commissioned officer specialty code per MQS level.

i. Number of equipment or management systems in each enlisted MOS.

WARRANT OFFICER JOB ANALYSIS WORKSHEET

ENLISTED SKILL LEVEL a (SQT)	# TASKS FOR FEEDER MOS b						WO SKILL LEVEL c	# TASKS d	# RELATED e CO TASKS	CO ED LEVEL f (MQS)	TOTAL # CO TASKS g
	1	2	3	4	5	6					
IV							SENIOR			IV	
III										III	
							ADVANCED				
II										II	
I							ENTRY			I	
TOTAL											

NUMBER OF EQUIPMENT SYSTEMS OR MANAGEMENT SYSTEMS IN EACH ENLISTED MOS: h

1.
2.
3.
4.
5.
6.

Figure IV-1: Job Analysis Worksheet

2. Specific instructions for completion of the TWOS Job Analysis
Worksheet were developed for the proponents. The analysis work-
sheet and instructions are shown in Appendix 7 of Annex A, Vol
II. Each warrant officer MOS which had a completed CODAP survey
required submission of the TWOS job analysis by the respective
proponent. Proponents that had not completed the CODAP survey
were required to submit their MOS analysis to TWOS. The results
of the TWOS Job Analysis Worksheets by MOS are in Appendix 8 of
Annex A, Vol II.

SECTION 4: Data Analysis

Analysis Methodology

1. The methodology used to analyze the data collected on warrant
officer positon classification is shown on the flowchart at Ap-
pendix 9 of Annex A, Vol II.

2. Based on the TWOS Job Analysis, 11,044 (66 percent) of the
warrant officer authorized positions have a requirement for three
definable skill levels in 18 MOS. The remaining MOS were iden-
tified in one of the following categories:

   a. Single skill level identified.

   b. Single skill level identified to date.

   c. Two skill levels identified.

   d. Classified due to security classification of positions.

   e. Newly approved.

   f. Scheduled for deletion.

   g. Exempt from analysis (newly created MOS).

   h. Unknown specifications.

Appendix 10, Annex A, Vol II, contains the overall and specific
findings of the job analysis of each MOS.

3. MOS which did not meet the specifications within each assess-
ment category are indicated on the matrix at Appendix 11 of Annex
A, Vol II. MOS which were identified in two assessment areas
were noted since they might duplicate the requirements of another
warrant officer or enlisted MOS. This information was then given
to the proponents to justify the warrant officer MOS requirement
based on the findings of each assessment. The results of propo-
nents input are discussed in Section 5 of this chapter.

Solution Strategy Evaluation

1. The TWOS developed several strategies to resolve the position

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coding issue. The first step was to determine if the authorization documents were accurately coded. The TWOS used their job analysis package to do this. Job analysis revealed that, in most warrant officer occupational areas, there is a need to code the authorization document to show requirements for progressive levels of expertise. This is a significant deficiency in current document coding.

2. The TWOS identified three coding methods that might solve the problem of documenting requirements: coding positions by additional skill identifiers (ASI) or special qualification identifiers (SQI); coding by military training level; or coding by rank/ grade level.

3. The TWOS determined that the ASI/SQI coding method was in fact a subset of coding by military training level in most cases. Some soldiers receive ASI/SQI for job experience which creates problems because there are no standard prerequisites, nor defined skills and knowledges, needed to gain the ASI/SQI. The TWOS determined that ASI/SQI coding could not solve the requirements dilemma (see Section 2).

4. Coding by military training level could be used with the inclusion of ASI/SQI as subsets. Although this method satisfied many of the coding requirements, several were not solved. Most significant was the fact that some ASI/SQI are attained by experience, and coding by military training levels does not clearly reflect which jobs have greater authority or responsibility.

5. The TWOS recommended coding authorization documents by rank groups because is resolves the current deficiencies in document coding. Proponents were involved in this process and will need to take part in document scrubs to ensure that position coding is consistent with related proponency issues.

SECTION 5: MOS Decrement

MOS Decrement Identification

1. During the TWOS job analysis it was determined that some MOS did not support the definitional requirements of a warrant officer because:

    a. The MOS identified single levels of skill requirement.

    b. The MOS had only one or two enlisted feeder MOS. This indicated that the MOS did not require the span of technical knowledge to necessarily support a separate warrant officer MOS.

    c. Low density MOS.

    d. MOS had a large degree of overlap with the technical duties performed by senior NCO.

e. The ASI/SQI assessment revealed that some identifiers awarded based on enlisted training and experience did not require additional training or experience to perform as a warrant officer.

2. A warrant officer MOS identified in two or more of the elements of assessment was determined to be invalid and require proponent justification. Based on the matrix of findings (Appendix 11, Annex A, Vol II) TWOS tasked the proponents to provide justification as to why these occupational areas should remain as warrant officer requirements and not be converted to NCO requirements.

MOS Decrement Proponent Justification

The TWOS findings were given to the proponents with additional justification instructions. The specific justification instructions are in Appendix 14 of Annex A, Vol II. The proponent justifications were then consolidated and anaylzed based on the criteria that were identified in the requirements assessment. The proponent justification input is detailed in Appendix 15 and 16 of Annex A, Vol II. The significant findings were:

a. The majority of the proponents stated that the warrant officer MOS were not adequately classified in accordance with AR 611-112.

b. The current MOS classification criteria contained in AR 611-112 did not specify the type of criteria used by TWOS in position classification.

c. The initial job analysis data submitted by the proponent was either incomplete or not correct.

d. There were several constraints on the Military Intelligence MOS identified which were not controlled by the proponent. TWOS received a classified briefing from INSCOM to identify MOS constraints.

Interim Determination

The proponent justifications submitted were reentered in the analysis flowchart for an interim determination. The interim determination matrix is in Appendix 17 of Annex A, Vol II. The findings for each MOS are as follows:

a. MOS 741A, 962A, 971A, 972A, and 973A were validated as warrant officer MOS requirements for all positions.

b. MOS 021A was not validated as a warrant officer MOS and should be converted to NCO or civilian positions.

c. MOS 031A, 711A and 713A were validated as a warrant officer MOS, however position validation should be accomplished

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to verify the number of authorizations required in each MOS.

   d. MOS 712A was determined to be a warrant officer advanced skill of MOS 711A and the two should be merged into MOS 711A.

   e. The topographic occupational area containing MOS 811A, 821A, and 833A was validated as a warrant officer requirement but the requirement did not support three separate MOS. TWOS recommended that the MOS proponent complete complete a by-position analysis to determine the feasibility of consolidating the three separate MOS into one.

   f. The military Signal Intelligence occupational area containing MOS 984A, 985A and 986A have a warrant officer requirement, but the requirement did not support three separate MOS. TWOS recommended that the MOS proponent complete a position analysis to determine the feasibility of consolidating the three separate MOS into one.

   g. MOS 252A has been held in abeyance until the proponent completes an analysis.

   h. MOS 214G has been held in abeyance until the proponent completes a proposed MOS restructure.

Final Determination on MOS Decrement

The final determination on the issue of MOS decrement is contained in Section 7 of this chapter.

SECTION 6:   Skill and Rank Authorization (SRA) Methodology

Comparative Coding Methodologies

1. The conclusion that there are three definable skill levels within a majority of the warrant officer occupational areas, required the development of a coding methodology which would capture the skill requirements on personnel authorization documents. Several methods of coding could be used. Traditionally, for the commissioned and enlisted force, this has been accomplished using skill, rank, and grade identification. In warrant officer documentation, skill identification is utilized for each MOS with no further position analysis to determine requirements based on rank or grade. Additionally, there was no identification of the sequential hierarchy of skill by warrant officer MOS. The lack of "rank or grade" coding does not allow for documentation of the different experience and skill level requirements in warrant officer positions. The "time/experience element" of classification, which the position requires and the officer possesses, is needed to properly assign warrant officers.

2. To gain a perspective on the coding methodologies currently in use, a comparative analysis was done on the methodologies for enlisted, commissioned, and civilian categories which incorpo-

rate rank and grade identification. Army Regulation 611-1, Military Occupational Classification System Development and Implementation, describes the four factors that should be addressed when grade standards are determined. They are:

a. Organizational setting, including level and magnitude of responsibility.

b. Authorized responsibility, including supervision provided and received.

c. Criticality of the position to mission accomplishment.

d. Skill and knowledge requirement including educational level and unique specialty training required by the position.

3. Enlisted Grading Factors, as described in Appendix A of AR 611-1, specify factors with representative level descriptions used in the development of the proper enlisted grades for positions within a given MOS. The specifications for enlisted grading are determined by applying ten factors to each position. They are:

> Factor I   – Knowledge
> Factor II   – Supervision of Personnel
> Factor III   – Adaptability and Resourcefulness
> Factor IV   – Responsibility for Materiel Resources
> Factor V   – Concentration and Attention
> Factor VI   – Physical Skills
> Factor VII   – Physical Effort
> Factor VIII   – Job Conditions
> Factor IX   – Freedom of Action
> Factor X   – Combat Exposure

Each factor is further subdivided into six levels that provide a quantifiable element which can be used to determine the required grade level. An example of this is Factor II – Supervision of Personnel. If a position requires the supervision of one to five personnel it would be graded a Level II position requiring an E-5, SGT. Each level is divided into the following groupings:

> Level I   – E1 through E4 (PVT, PFC, CPL)
> Level II   – E5 (SGT)
> Level III – E6 (SSG)
> Level IV   – E7 (SFC)
> Level V   – E8 (MSG, 1SG)
> Level VI   – E9 (SGM, CSM)

4. Grade Authorizations for Commissioned Officer Positions.

a. Grade authorizations for commissioned officer positions, outlined in AR 611-101, Chapter 5, are based on three factors:

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(1) Grade appropriate to the amount and level of responsibility involved.

(2) Rank necessary for the amount and level of responsibility required.

(3) Equitable remuneration for the duties performed and qualifications required.

b. Additionally, to determine grades for positions not documented, a classification criteria is used which further delineates grade level requirements based on the above factors which are further subdivided into the following groups:

(1) Organizational Setting. Includes: organizational level; magnitude of organizational responsibilty; and, level of personnel within organization

(2) Positional Authority. Includes: type of position; magnitude of supervison required; independence; communication demands; lateral points of contact; and auxillary authorizations/responsibilities.

(3) Criticality to Organizational Mission. Includes: effect of errors; and effect on future organizational effectiveness.

(4) Skill and Knowledge Required. Includes: formal education; general military educational development; and unique specialty requirements.

(5) Grade Balance.

c. The classification criteria specifies the analysis factors that must be considered to accurately determine the appropriate rank and grade level. However, the actual determination is conducted based on the subjective evaluation of a force documentor. This subjective evaluation means non-standardized criteria are applied to position requirements, thus allowing the document scrubber and other external factors to inadvertently show the results.

5. The US Army Manpower Requirements and Documentation Agency (USAMARDA) uses Chapter 5, AR 570-1, Manpower Staffing Standards Systems, Skills and Grade Determination, to categorize positions for military (enlisted, commissioned, and warrant) or civilian incumbency with grade determinations (less warrants). The procedures used are as follows:

a. The Input Team conducts a comparative analysis between the utilization career descriptions as outlined in AR 611-101, AR 611-112, and AR 611-201 to determine if the skills required should be performed by enlisted, warrant or commissioned officer.

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b. The Lead Team will construct a skill "scattergram" and determine the personnel category based on the array analysis of the skills performed in the position and who (what category) should perform them.

c. Once the skill determination has been completed, a grade determination is conducted for commissioned officer and enlisted positions. To accomplish this, the Input Team:

(1) Performs a comparative analysis between the tasks identified for the position and the job description as defined by the appropriate regulation.

(2) Develops a task hierarchy list.

(3) Compares the task hierarchy list with the work measurement data compiled from job incumbent inventory inquiries.

(4) Develops a task difficulty list.

(5) Evaluates the organizational setting.

(6) Evaluates the positional authority required for the position.

d. The Lead Team then determines the grade level of the commissioned officer and enlisted positions. To accomplish this, the Lead Team:

(1) Develops a skill level scattergram by grade level for the specialty code or MOS.

(2) Applies workload breakpoints identified by the scattergram to regression equations and determines the proper grade that should be applied to the position.

e. The final analysis conducted for grade determination involves consolidating the data from both teams. Then a final grade determination is made based on comparison analysis.

6. TWOS analysis determined that two additional elements must be included in the methodology for rank and grade determination of warrant officers. The additional elements are the problems of grade structure and the supportability of the structure based on budgeted end strength (BES) limitations.

7. This analysis is conducted for commissioned officer and enlisted positions, but not for warrant officer positions because they are not currently coded by grade.

SRA Notional Outline Development

1. TWOS determined that several comparative coding methodologies are adaptable for use in the development of a warrant officer

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coding methodology. To provide verifiable results and identify the specific rank or grade requirements by MOS, the criteria developed would have to be:

a. Applicable to all warrant officer MOS.

b. Quantifiable in terms of the classification factor data elements used for identifying the difference in rank and grade utilization requirements.

c. Provide for a grade-feasible structure by occupational area.

d. Allow for BES limitations.

2. TWOS determined that the classification criteria used by USAMARDA for personnel category classification and the factors used for enlisted grade determination do not apply to warrant officers. Based on the requirement to grade WO positions on personnel authorization documents, TWOS determined that many of the functional categories used in the commissioned officer classification criteria for rank identification are better suited for warrant officer position classification.

3. The quantifiable element identification process used in the enlisted grading factors was found to be most effective in the quantification aspects of position grade classification. However, many of these factors did not address the factors identified in the commissioned officer classification criteria. To eliminate this problem, the quantifiable data elements used by USAMARDA in the task hierarchy and task complexity area were determined to be an acceptable methodology to quantify the necessary data elements for position-specific determination.

4. The TWOS developed methodology for position classification has been notionally titled The Warrant Officer Skill and Rank Authorization (SRA), because the specific requirements to be identified in warrant officer positions are the technical skills and rank required by the position. The SRA identified the following elements of analysis:

a. Organizational Setting. Included: organizational level, magnitude of organizational responsibility, and level of supervisor in organization.

b. Positional Authority. Considered: type of position, magnitude of supervisory responsibility, independence, communication demands, lateral points of contacts, major additional duties.

c. Criticality to the Organizational Mission. Considered: effects of errors and effect on future organizational effectiveness.

d. Technical Skills Required (New factor developed for warrant officer position analysis criteria): scientific technical skill applications, technical skills, soft technical skills, systems technical skills, and technical skill decay.

e. Knowledge Required. Included: formal education and general military educational development.

The subfactors in the categories shown above were further divided into six quantifiable elements of analysis. These elements are listed in Appendix 18, Annex A, Vol II.

5. A test survey was developed and given to the TWOS action officers.

a. The survey required that each action officer, divided by their occupational area, identify the quantifiable factors for the following personnel:

      Basic Warrant Officer
      Advanced Warrant Officer
      Senior Warrant Officer
      WO1/CW2 - Junior Warrant Officer
      CW3 - Chief Warrant Officer
      CW4 - Senior Warrant Officer
      CW3/CW4 - Chief Warrant Officer
      CW5/CW6 - Senior Chief Warrant Officer

b. To interpret test results, survey skill and grade levels were grouped together as follows:

      Basic, Advanced, Senior
      WO1/CW2, CW3, CW4
      CW3/CW4, CW5,CW6
      Basic, WO1/CW2
      Advanced, CW3, CW4
      Senior, CW4, CW5/CW6
      Senior, CW3/CW4, CW5/CW6

c. Test survey results are shown in Appendix 19, Annex A, Vol II. Following are the significant findings:

(1) As skill and grade levels increase, the requirement to maintain technical skill expertise decreases.

(2) Grouping of skill or grade requirements is the most viable manner in which to code WO positions on authorization documents.

(3) Positional Authority and Technical Skill were the least definable classification criteria.

(4) Skill decay should be determined for each type of technical skill.

SRA Proponent Representative Survey

The TWOS developed a second survey incorporating the comments and recommendations of the TWOS action officers. The revised SRA survey was administered to the proponent representatives at the TWOS Proponent Workshop I. The revised SRA survey is shown in Appendix 20, Annex A, Vol II. Further comments and recommendations were incorporated into the final SRA survey.

TAADS Data Collection for SRA

1. The TWOS Group validated the revised SRA survey against all occupational areas, by job title, and to most WO positions within each area. The TWOS then developed a plan to collect the data by occupational area. The survey plan is detailed in Appendix 21, Annex A, Vol II.

2. A major effort was made to find a method that would provide accurate position specific data yet maintain occupational area integrity. The occupational area position duty title collected during the CODAP survey provided the required position specific data by occupational area. The duty titles from the personnel authorization documents were extracted for all MOS to gain an accurate count of the authorizations. The results of the compilation of duty titles with authorizations are in Appendix 22, Annex A, Vol II.

3. The Proponent SRA survey was then structured to allow proponents to make a by-position duty title skill and rank identification. This data was collected using the "Statistical Package for the Social Sciences-(SPSS)" and "Lotus 1-2-3" computer programs. The final proponent SRA survey is in Appendix 23, Annex A, Vol II. The final results of the SRA survey will be applied during the TWOS implementation phase.

SECTION 7: Conclusion

Data Analysis

1. The analysis conducted on the warrant officer occupational areas substantiated the hypothesis of position classification. TWOS determined that the inaccurate identification of position requirements degraded the effectiveness of warrant officer utilization to accomplish the Army's mission.

2. The data analysis also identified two major deficiencies in the current training system. Training is not based on the requirements of the position, and our training system does not support the progressive utilization of warrant officers. (See Chapter VI).

3. Occupational areas identified as having problems with redundancy (See Section 5 - MOS Decrementation) were reentered into the analysis model for revalidation. The requirements of the

revalidated occupational areas identified the three separate
skill levels. When included in the adjusted total, 12,992 war-
rant officer positions, encompassing 86 percent of the warrant
officer authorizations, were documented as having three-level
skill requirements.

4. Data analysis of occupational areas identifies when training
should occur to maximize on the students' job experience. Ana-
lysis of occupational area scattergram information based on a 30
year career utilization timeframe allowed identification of over-
all warrant officer skill group time bands. The results of the
final identification of skill group bands are depicted in Figure
IV-2.

TAADS CODING

SKILLS GROUP

T R A I N I N G

T3 .... MWO

T2 .... SWO

WO

T1

| 0 | 10 YRS | 20 YRS | 30 YRS |

UTILIZATION/TIME

TRAINING = CHANGE OF "FRAME OF REFERENCE"
ACQUISITION OF SKILLS & KNOWLEDGE

UTILIZATION = APPLICATION OF ACQUIRED SKILLS AND KNOWLEDGE
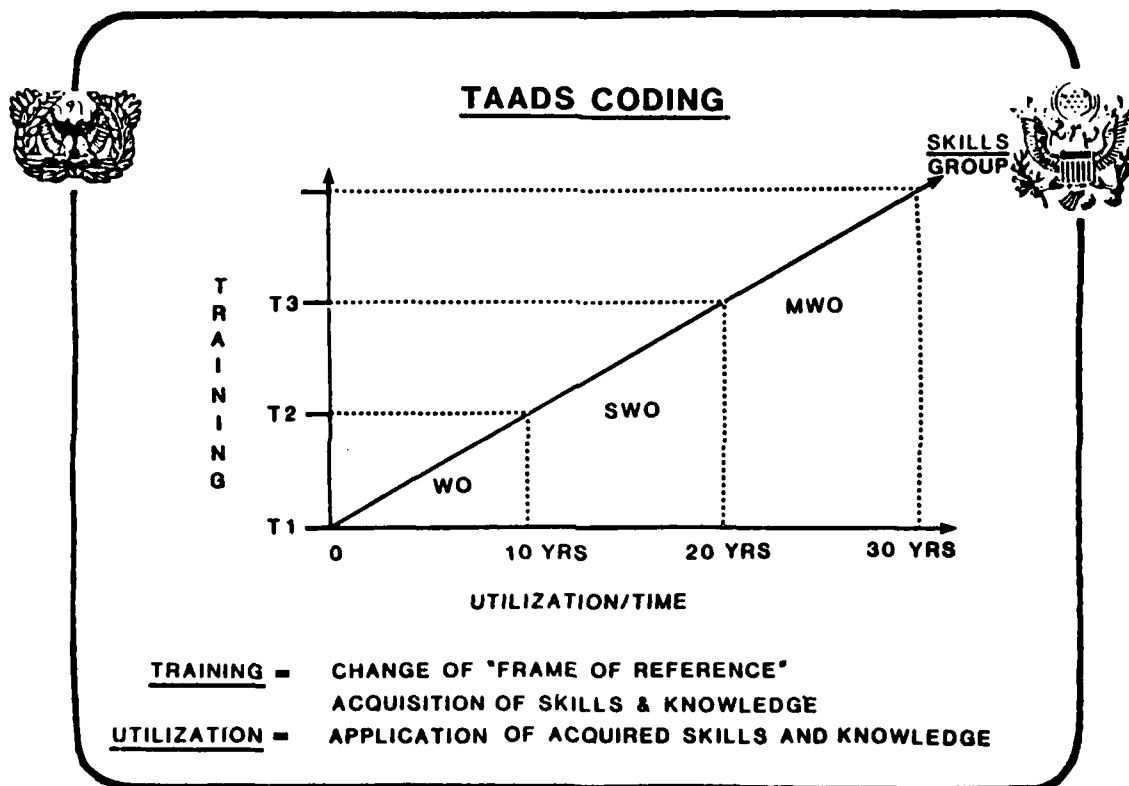
Figure IV-2: Utilization/Training Chart

5. TWOS identified three skill bands which are divided into three 10-year increments from initial warrant officer appointment through 30 years of warrant officer service. TWOS therefore validated the requirement to code positions based on bands of skill progression. Since the actual code used to identify skill bands is rank groups, there is a need for an additional warrant officer rank to properly code and meet requirements in each skill band.

Skill and Rank Authorization

1. Proponent input as applied to the duty position titles in the SRA modeling technique has shown that SRA can quantify positions for rank-order determinations. Additionally, the SRA provided a method to solve grade structure problems and BES limitations. The SRA will give decision makers the numerical rank of positions within MOS which will give the capability to add or subtract positions based on occupational area requirements.

2. The SRA will be refined during the TWOS implementation phase. The ARSTAF, MACOMs, and proponents will be given the opportunity to review the proposed SRA prior to surveying position requirements.

Recommendation

The final recommendation, approved by the Chief of Staff, Army, was to code warrant officer positions by rank group. Refer to Chapter XVI for the implementation time line for position coding.

CHAPTER V: TOTAL WARRANT OFFICER SYSTEM (TWOS)

SECTION 1:   Recommendations and Decisions

1.   The Total Warrant Officer Study (TWOS) started to develop a
management system for warrant officers, eventually to be called
the Total Warrant Officer System (TWOS), with the premise that
the current management program was not adequate to develop the
future warrant officer force. The TWOS Charter asked two essen-
tial questions:

> "Can and should adjustments be made to OPMS to adequately
> accommodate the warrant officer force?"
> -- or --
> "Can and should a warrant officer personnel management sys-
> tem be developed which possesses the tools needed to proper-
> ly manage the force?"

A strategic goal was inferred and established from the charter:

> "To develop a formal warrant officer management system or
> prove that it can't or shouldn't be done."

The premise and charter questions caused TWOS to conduct an ex-
tensive analysis of both past and current warrant officer manage-
ment programs to identify and incorporate strengths and eliminate
weaknesses in driving toward the strategic goal.

2.   During the TWOS decision briefing, the CSA approved warrant
officer management in terms of warrant officer service and posi-
tion coding the manning documents by rank groups to reflect the
three levels of warrant officer skill and experience. The CSA
also approved the submission of a legislative package to: auth-
orize grade W5; provide for selective career extension similar
to "selective early retirement" (applies only to commissioned
officers); and to establish a single active duty list (ADL) for
promotions with regular Army integration at promotion to W3.

3.   Additional issues briefed to the CSA under the umbrella of a
"30 Year Warrant Officer Career Plan" will be coordinated with
appropriate ARSTAF agencies or MACOMs for feasibility analysis.
Some issues identified to date are: warrant officer recruiting;
a warrant officer objective force model; and revision of the War-
rant Officer Training System (WOTS).

SECTION 2:   Background

1.   The Army has never had a requirements-based, institutional-
ized career management system for the warrant officer. At best,
past career management of warrant officers has been a mixture of
Army policies and law, ill-defined concepts, and fluctuating man-
agement procedures.

2.   The Army warrant officer force career management has been
transferred from one agency to another throughout the course of
this century. In 1920, warrant officers were appointed in the

Army-at-large to assignments in various headquarters and tactical units. In 1941, AR 610-5, Warrant Officer General Provision, specified The Adjutant General as the assignment agency for the warrant officer in accordance with the recommendations of the Chiefs of the Arms and Services concerned. In April 1960, based on an approved 1957 study, the management and assignment of warrant officers was transferred to the branches and remained there until 1965 when the Aviation Warrant Officer Branch, Office of Personnel Operations, was created to manage all aviation warrant officers. In 1975, warrant officer management, less the special branches (MC, MSC, VC, and JAGC) was centralized under Warrant Officer Division, Officer Personnel Management Directorate, US Army Personnel Center (MILPERCEN) and remains there today.

3. Every major study or restudy since 1964 has addressed, or was directed to review, the issue of a full 30 year career program for the warrant officer. No study had addressed the lack of institutionalized management in a total system context. Rather, each study attempted to rationalize programs, redefine role and utilization policies, and provide incentives as antidotes for problems caused by the lack of a requirements based system.

4. The TWOS concluded that the current program evolved because the WO force is small compared to the total Army. Its management procedures are unclear, constantly changing and subject to improvisation. The reason for lack of an institutionalized management system is the current policy that permits any warrant officer to serve in any position within a MOS, regardless of grade. Stated another way, the current program is not requirements-based in terms of training, utilization, and rank.

5. The TWOS also concluded that while there are strengths in the current personnel management program (see Chapter II, Section 2), identified weaknesses prevent career force development and management required for the warrant officer in the complex future Army. TWOS addressed personnel management in the context of the tenets of the OPMS as outlined in DA PAM 600-3, keeping in mind that OPMS, the Enlisted Personnel Management System (EPMS), and the Defense Officer Personnel Act (DOPMA) do not apply to the warrant officer. The TWOS established the following objectives for a future WO management system:

a. Provide the Army the ability to maximize return on investment through training, utilization, continuity, and career progression.

b. Increase competency and productivity, thus enhancing combat readiness.

c. Motivate toward extended service.

d. Reduce turbulence in the training base.

f. Train and assign to requirements, based on mission-essential skill and rank competencies.

g. Provide adequate strength management tools to manage a career warrant officer.

6. During TWOS analysis of the current warrant officer program (Fig V-1), a number of problems surfaced. Many of these problems have been present in the program since inception of the warrant officer.
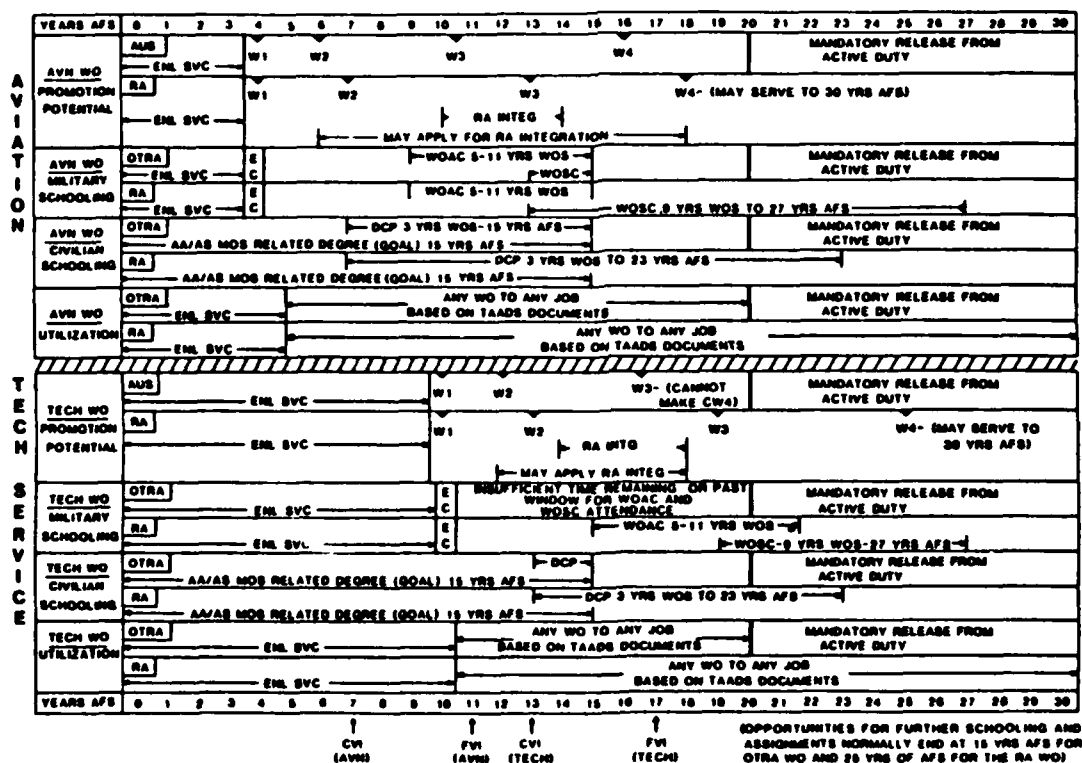
CURRENT MANAGEMENT MODEL

Figure V-1: Current WO Management Model

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7. In general, the current program is comprised of a mixture of law and ad hoc Army policy. The active duty warrant officer is promoted and managed under a dual component system, Other Than Regular Army (OTRA) and Regular Army (RA). Careers are measured by total Active Federal Service (AFS), and, as a consequence, WO utilization potential is the sum of all prior service. An individual's basic Year Group (YG) varies with each individual based on a function of service entry, Basic Active Service Date (BASD), rather than date of warrant officer appointment. Potential years of WO service and career opportunity are dependent on the amount of prior service an individual has at appointment. Career opportunity and utilization as a warrant officer varies with each warrant officer. As a result, accessions, training requirements, years of utilization, promotions, and separations are developed in a reactive mode which causes strength deviations resulting in crisis management.

8. TWOS identified significant problems in the current warrant officer program as follows:

   a. Lack of a proactive recruiting program –

      (1) An annual procurement circular is published to announce MOS open for procurement, the appointment criteria and location procedures. It assumes that the right people (quality) will submit voluntary application in sufficient quantities to satisfy all requirements. This traditional method of procuring warrant officers is unacceptable in that insufficient applications have caused shortfalls in accession goals and severe shortages in some MOS. The Enlisted Personnel Management System (EPMS), (EPMS), implemented during the period 1973-1975, eliminated broad career management field (CMF) training and utilization for middle grade NCO, and extended narrow MOS utilization to grade E7, which in essence eliminated technical diversification in the middle enlisted ranks, the traditional source of warrant officers. This provided only personnel in grade E8 and above the opportunity to obtain broad CMF technical skills. As a result, warrant officer accession rates steadily declined over the past ten years.

      (2) In FY 84, Warrant Officer Division (WOD), MILPERCEN fielded a Warrant Officer Recruiting Team to visit installations world-wide and recruit applicants in an effort to reach accession goals. This one-time effort produced over 4000 applications, an increase of 65 percent over FY 81 through 83 (Figure VIII-I, Chapter VIII). The recruiting team concept, however, is not a desired solution for force sustainment year after year. The recruiting team visits tend to disrupt activities at visited installations, the team members (warrant officers) are taken from primary duties, and there are significant TDY costs involved. (See Chapter VIII for TWOS findings and recommendations on warrant officer recruiting.)

   b. Dual component management and promotion systems based on

total AFS.

(1)   The Army manages warrant officers in terms of total service (AFS).   A 30 year career consists of the sum total of prior enlisted, commissioned, and warrant service.

(2)   All warrant officers are appointed in the USAR. Management of the Reservist on active duty (Other Than Regular Army (OTRA)) is based mainly on Secretary of the Army policy. Current OTRA management and promotion policies are described as follows:

(a)   Active duty promotions are made in the Army of the United States (AUS) as temporary promotions.   Permanent Reserve promotions are provided at the third year of WOS for W2, the ninth year of WOS for W3, and the 15th year of WOS for W4.   Individuals not selected for AUS promotion to W2 (first time) are released from active duty.   Other Than Regular Army Warrant officers twice nonselected for AUS promotion to either W3 or W4 are released from active duty.   OTRA warrant officers on active duty are eligible for separation by DA Active Duty Boards (DAADB) when circumstances dictate.   Additionally, an OTRA warrant officer may be required to "show cause" for retention on active duty by any DA selection board.

(b)   Reserve warrant officers serve on active duty at the pleasure of the Secretary of the Army (SA).   Current SA policy allows an OTRA warrant officer to serve no more than a total of 20 years AFS before mandatory release from active duty.   There are no routine provisions for an OTRA warrant officer to remain on active duty past 20 years AFS except for active duty service obligations (ADSO).

(3)   The RA warrant officer management and promotion system is different from that of the OTRA.   The RA warrant officer program is governed by law in Title 10, United States Code (USC), which has not changed significantly since 1954.   Listed below are the elements of the current RA program.

(a)   RA warrant officer appointments are made by warrant by the Secretary of the Army (Title 10 USC, Section 555).   Original RA appointments are made from warrant officers who have completed at least one year of active duty service (Title 10, Section 3310).   The Secretary of the Army has established the policy that a warrant officer must serve a minimum of two years on active duty as a Reserve Component warrant officer prior to RA application.

(b)   The service obligation, which is also the probationary period, for all RA warrant officers is three years of active service and at least eight years in the Armed Forces.   Any part not served on AD will be served in a Reserve Component, IAW AR 601-100, Appointment of Commissioned and Warrant Officers in

the Regular Army, Section 1.

(c) There is no age criteria for appointment to RA warrant officer (maximum age for a warrant officer is 62 years).

(d) The RA warrant officer force had a ceiling of 9000 prior to 1981. When DOPMA was published, reference to the ceiling was eliminated from Title 10. Currently, RA warrant officers on active duty number 6,361 out of 15,665 warrant officers. Therefore, approximately 41 percent of the WO force are members of the RA.

(e) Integration into the RA is accomplished on a voluntary basis from active duty reserve warrant officer status. Applications for integration may be submitted upon completion of two years of OTRA WOS and not later than 18 years of AFS. Additionally, HQ DA convenes an integration board annually to consider all aviation warrant officers who have between 10 and 14 years of AFS and all technical service WO who have between 14 and 18 years of AFS. The number of selections made are determined by the number of vacancies, by MOS, that are available. If selected, individuals are invited by letter to integrate into the RA. If accepted, the oath is administered and the WO career status changes. Should the individual decline integration, the career status remains OTRA and management continues until either voluntary separation or mandatory release from active duty occurs at the 20 year AFS. Declination of RA integration has no affect whatsoever on an officer's OTRA career. If not selected for RA integration, individuals remain OTRA and continue to be managed under OTRA rules until mandatory release date.

(f) Since 1982, the warrant officer RA integration program has shown that the warrant officer force is career-oriented based on the number of warrant officers offered integration and the number that accept an RA appointment. Automatic warrant officer RA integration program results since 1982 are as follows:

YEAR	GROUP	RECOMMENDED	ACCEPTED	PERCENT
1982	Aviation WO	228	164	72%
	Technical WO	457	339	74%
TOTAL	Total WO	685	503	73%
1983	Aviation WO	603	464	77%
	Technical WO	712	479	67%
TOTAL	Total WO	1315	943	72%

(NOTE: The 1984 Board considered 2,616 warrant officers and recommended 1,744 (66.6 percent) for RA integration. (Acceptance rates from the 1984 board were not available for this report.)

(g) The RA warrant officer is affected by the the Dual
Compensation Act which limits retirement pay if subsequently em-
ployed by the Federal Government. Retired OTRA warrant officers,
OTRA commissioned officers, and all enlisted soldiers are not
affected by the Dual Compensation law. As of April 1983, the
number of retired RA warrant officers employed by the Federal
Government was 167, (5.5 percent of total RA retirees) and 3,443
retired OTRA WO (12.7 percent of total OTRA retirees). (See
Chapter XII of this report)

(4) The dual management and promotion system does not
maximize utilization of the warrant officers force. When war-
rant officers receive an appointment after ten or more years of
AFS, the warrant officer is limited to 10 years or less before
reaching mandatory retirement as a USAR warrant officer. This
concept worked well until the implementation of EPMS during the
1973 to 1975 period, when the primary enlisted source of warrant
officer applicants started to decline. The Army lacks extended
service opportunities (post-20-yr AFS) for warrant officers.

(5) Few studies addressed warrant officer management
in the context of WOS versus AFS. This was based upon concerns
of excessive force aging, since many warrant officers entering
the program had a substantial number of years AFS at time of ap-
pointment and to extend service beyond 30 years active service
would continue to age the force. Additionally, there was little
or no monetary incentive for retention for longer periods.

c. Lack of an objective force:

(1) Warrant officer management has not employed an ac-
curate method for prescribing inventory by MOS, grade, and years
of service, constrained by budget end strength (BES) limitations,
to satisfy Army requirements over the long term.

(2) Accession plans are developed each year, by MOS, for
the budget (next) year based on known and projected losses. Too
often, actual losses are either greater or less than projected,
causing MOS imbalances and strength deviations. Over or under
procurement causes a reaction by management to fix the problem
with the next year's accession numbers. This lack of planning
and programming through the Program Objective Memorandum (POM)
forces the warrant officer management program to function in a
reactive mode. (See Chapter X for TWOS findings and recommenda-
tions for an objective force model.)

d. Inadequate strength management tools:

(1) Historically, WO management techniques have not
maintained MOS strengths. Some MOS are overstrength while others
remain understrength. A number of approaches have been used to
resolve this problem, such as Quantitative Reduction in Force
(RIF), denial of Voluntary Indefinite (VI) status, and denial
of AUS promotions. These have been used as reactive rather than

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proactive tools. The forced losses were directed early in a warrant officer's career (denial of VI) rather than near the end to reduce hardship. Yearly loss projection has proven to sustain overages (overprocurement to meet BES) or shortages (insufficient applications to fill requirements) which may not surface as a significant problem until years later.

(2) There is no effective strength management program for RA warrant officers who are retirement eligible and have reached promotion to RA W4. They are virtually guaranteed tenure to 30 years of AFS since their records do not appear before any Department of the Army boards subsequent to RA W4 promotion. Even when the performance of some individuals in this category declines to unacceptable levels, the only remedy available to the Army is in the elimination process.

e.   Warrant officers are not progressively utilized:

(1) Rank requirements for warrant officers are reflected on all personnel authorization documents as "WO", accompanied by an MOS. This does not reflect skill and experience differences in position requirements. Because positions are not coded by rank, skill distribution of warrant officers is dependent on the judgement of personnel managers and field commanders.

(2) A historical Army philosophy has been that since warrant officers are primarily full-time technicians, all requisite technical skills to perform in a given MOS must be held at time of appointment. This concept has justified the procedure to assign any warrant officer to any position within an MOS, regardless of rank, schooling, skill, etc. The prime consideration in the assignment of warrant officers is based on MOS alone.

(3) One of the biggest dissatisfactions expressed by the current warrant officer force pertains to the assignment and utilization policies. Senior warrants (W3 - W4) are routinely assigned to positions requiring less skill and experience than that which has been attained by the individual. Conversely, it is not uncommon for junior warrant officers (W1 - W2) to be assigned to positions requiring a great deal more skill, experience and knowledge than they possess.

f.   Insufficient incentives for a full career of warrant officer service:

(1) In the past, warrant officer promotions have been made to provide career incentive rather than to meet specific grade requirements. Promotions have not been made in relation to levels of responsibility within an MOS as is the case with the commissioned officer and enlisted promotion systems.

(2) The present grade structure does not provide the same promotion opportunity for all warrant officers. Additionally it does not provide those who attain W4 at the 13th to 15th

year of AFS an incentive to consciously apply their expertise/ professional attributes for a full career (30 years of AFS) since there is no longer an opportunity for promotion or substantial pay increases.

(3) Warrant officers who receive late appointments and remain OTRA are mandatorily released from active duty at 20 years AFS and cannot realize promotion to W4, and in some cases W3, prior to release. Conversely, those appointed much earlier can realize W4 promotion prior to 20 years AFS and then enter an incentive dry period for the remainder of their career.

g. All WO do not receive equal schooling opportunities:

(1) Due to the problems of school availability, the potential for further service, and the concept of fully qualified at time of appointment, training opportunities vary between warrant officer MOS.

(2) Schooling selection eligibility is determined by using total AFS and WOS computations as criteria. Little, if any, schooling is provided the OTRA WO after completion of 15 years of AFS because the Army receives little return on a training investment. The RA WO, however, is provided schooling, both civilian and military, up to the 23rd or 25th years of AFS respectively due to extended career potential.

(3) Training, for the most part, has not adequately satisfied field requirements, primarily because field requirements have not been fully documented. In some cases, training is not provided for known requirements. (See Chapter VI for detailed analysis on WOTS.)

h. The Army has no recurring program to ensure that WOs in every MOS maintain proficiency in acquired skills for an entire career:

(1) Only 46 percent of the current warrant officer force is tested or certified on a recurring basis (MOS 011A, 100 series, 150A, 500A, 510A, and 951A).

(2) Until the implementation of WOTS, in Oct 84, warrant officers holding an MOS without a testing/certification program received no testing, validation or certification throughout their career. WOTS introduced the Check 3 entry certification program that requires the MOS Proponent Agency Chief to certify and validate the skills of each warrant officer at time of appointment.

(3) With the warrant officer accession base of "fully qualified" applicants declining over the past 10 years, it became necessary for the Army to change the primary recruiting target for future warrant officers, to enlisted personnel E5 and E6 from the traditional E6 through E9 target population. This change created the need for technical training at entry into the

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warrant officer program for each MOS. To develop the new accession population to meet Army requirements, it is necessary that the Army ensure that each warrant officer acquire and maintain essential MOS skills.

9. Several attempts have been made in the past to establish policies to make the best possible use of the unique talents and capabilities of warrant officers. However, certain defects have plagued those programs. This study addressed those defects and recommended changes to improve the Army in terms of combat readiness and force modernization. Implementing the career program recommendations developed by TWOS will establish a personnel management system incorporating incentives, personal challenges, and progressive utilization to induce extended WO service, increased productivity and maximized contributions for a full career. With increasing emphasis on technology, it is paramount that the future warrant officer force be technically and tactically proficient as measured against standards to meet documented requirements.

SECTION 3: Warrant Officer Service (WOS)

1. The TWOS addressed the feasibility of changing warrant officer force management from AFS to WOS using the following assumptions:

   a. The middle enlisted grades (E5 and E6) with five to eight years of AFS will be the primary source of applicants for warrant officers in the future.

   b. It is desirable to establish the opportunity for extended service for warrant officers beyond 20 years AFS.

   c. It is not desirable to retain all warrant officers for 30 years of WOS.

   d. The current program is not designed to effectively motivate soldiers toward extended service.

2. Considering the assumptions listed above, TWOS made a comparative analysis of the current warrant officer program, OPMS and EPMS. Investigation revealed significant differences which, in terms of management practices, require major changes in warrant officer management to better align the three categories of Army personnel.

   a. The commissioned OPMS provides the opportunity to serve a full 30 years of Active Federal Commissioned Service (AFCS). Enlisted service time or warrant officer service counts for pay and retirement purposes, but does not limit total years of commissioned service.

   b. Warrant officers comprise the only personnel category of the three, where members are not provided the opportunity to

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serve a full 30 years in their category. Army policy requires that all OTRA warrant officers be released from active duty upon completion of 20 years AFS (Selective 20-year retirement policy has been in effect since Oct 58). RA warrant officers, by law, may serve a total of 30 years AFS (includes time served as enlisted or commissioned) or to age 62, whichever occurs first. The Secretary of the Army (SA) may approve extension for RA warrant officers on active duty beyond 30 years AFS up to age 62.

3. The TWOS developed two WOS management options to best support Army needs for the future warrant officer force. These options include all of the tenets of a personnel management system.

   a. Option one (Figure V-2) is a plan to manage the warrant officer force by total WOS using the current four grade promotion system. Management of all WO will begin at date of appointment and will provide an opportunity for 30 years of warrant officer utilization regardless of prior service. The fiscal year in which appointment is made will be the individual's basic WO year group (YG) for management purposes. Option one retains the current four grades (W1 through W4) with no change in promotion policy or promotion points.

WARRANT OFFICER 30 YEAR CAREER PLAN
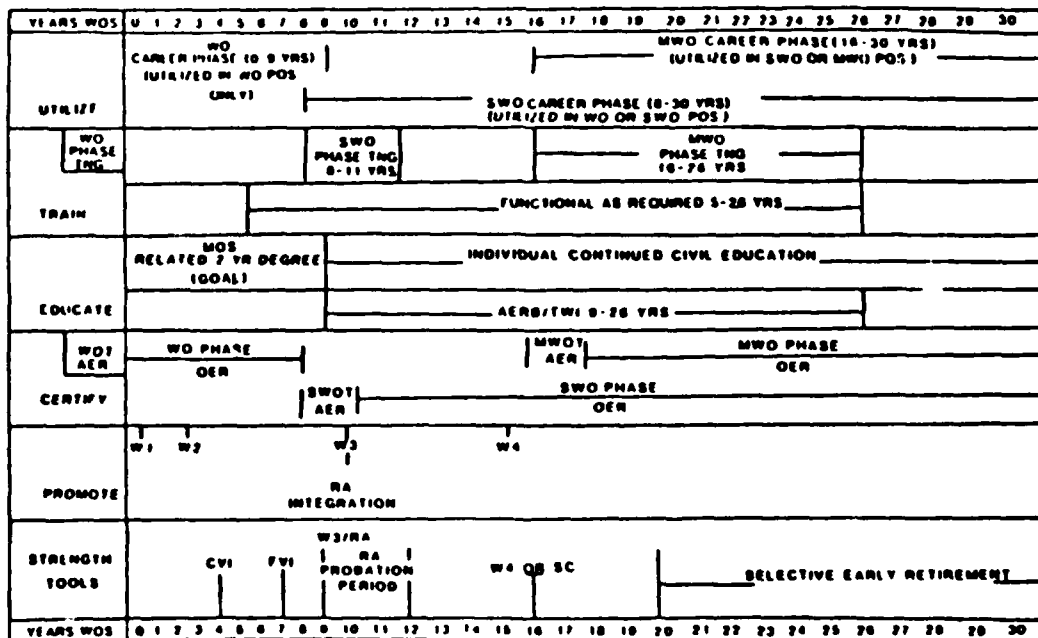
Figure V-2:   Proposed Management Model with Four Grades

    b. Option two (Figure V-3) adds to option one an additional warrant officer grade W5 (Requires legislative authority).

WARRANT OFFICER 30 YEAR CAREER PLAN
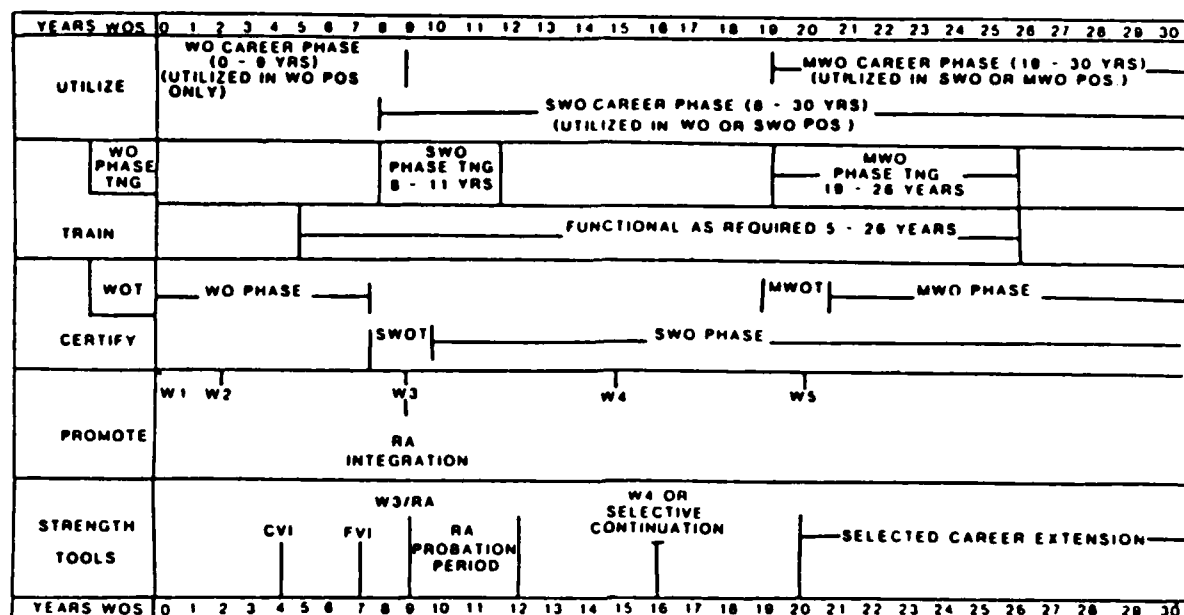
Figure V-3: Proposed Mgmt Model with Five Grades

4. To provide the Army with the ability to maximize investments in training, utilization, continuity and career potential, a major change in current Army policy is required to provide for extended warrant officer service. Management by WOS will provide the opportunity for selected warrant officers to serve a full 30 years as a warrant officer. Promotions, selective continuation in grade, selective career extension, mandatory RA integration, and voluntary indefinite tenets will determine who attains 30 years of WOS. Provisions for grade W5 (if enacted) will provide an incentive to retain the required number of warrant officers for an extended career.

5. Prior to TWOS, those RA WO who desired to serve beyond 30 years AFS had to make individual application for such service to the Secretary of the Army. Approval was granted on a case-by-case basis. During the course of the study, TWOS submitted an in-process change (IPC) to provide an automatic review of WO personnel for service beyond 30 years AFS. The IPC was found to require further research before it could be implemented, a task to be performed by the TWOS implementation cell. (See Section 6, Chapter XV for details.)

6. At the TWOS decision briefing, the CSA approved management of the warrant officer force in terms of warrant officer service rather than total Active Federal Service.

SECTION 4: Utilization

1. One of the major issues addressed by the TWOS was coding of personnel authorization document positions to document required progressive utilization in terms of skill and experience for the warrant officer. In the past, Army doctrine dictated that WO were primarily technicians; therefore, the applicants were required to possess requisite technical skills in a given MOS at appointment time. This doctrine justified assignment of any warrant officer to any position in his MOS at any time. Since all TOE/TDA positions are currently graded or coded "WO", without regard to rank, skills, or experience, assignment by rank or grade is of no consequence, institutionally speaking. This implies that all warrant officers possess the same levels of knowledge, experience and skills and that all positions within an MOS require the same skills.

2. TWOS challenged this concept and developed methodology which proved that a hierarchy exists among positions throughout the Army, and that skill and competence for W1 and W4 are not the same. Further, all position requirements within an MOS are not the same, some require more skill, training, knowledge, and experience than others. The Army has assigned warrant officers based on MOS alone rather than on skills and knowledge required of the positions within the MOS.

3. After TWOS identified the three progressive warrant officer skill levels within the force structure, a requirement-driven warrant officer training system (WOTS - see Chapter VI) to support these levels could be developed.

   a. The three skill levels (rank groups) were named Warrant Officer (WO), Senior Warrant Officer (SWO), and Master Warrant Officer (MWO). Utilization at each level is as follows:

      (1) Warrant Officer (WO): Positions coded in TOE/TDA as "WO" will be filled with warrant officers in grades W1/W2 who have completed entry level technical and tactical training and certification. A warrant officer may not be utilized at SWO or MWO levels until appropriate "frame of reference" training has been completed.

      (2) Senior Warrant Officer (SWO): Positions coded in TOE/TDA as "SWO" will be filled with warrant officers in grades W3/W4 who have completed "change of frame of reference" (Senior WO Training) training. The MOS proponent will certify SWO as being technically and tactically competent at proponent schools. A senior warrant officer will be utilized in SWO positions, but may be utilized in WO positions to meet Army requirements.

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(3) Master Warrant Officer (MWO): Positions coded in TOE/TDA as MWO will be filled with warrant officers in grade W5 (if legislation is enacted) who have completed MWO "change of frame of reference" (Master WO Training) training at the MOS proponent school and have been certified by the branch proponent as being technically and tactically competent at the MWO level. During the transition period, or if legislation approving W5 is not enacted, selected senior W4 will be designated as Master Warrant Officers upon completion of MWO training. Selection of the designated W4 will be accomplished by a Department of the Army Board. An MWO will be used in MWO positions, but may also be used (as an exception to policy, with appropriate career management authority approval) in SWO positions to meet Army requirements. However, an MWO will not be used in a WO position.

4. Coding of positions on authorization documents by rank groups WO (W1-W2), SWO (W3-W4), and MWO (W5), will identify progressive utilization levels for warrant officers. A positive readiness impact will occur by ensuring that the right warrant officer with the right skills will be assigned to the right position, rather than assignment of any warrant officer to any position at any time.

5. Utilization phases for each rank group will be as follows:

a. WO phase will begin immediately upon appointment and continue through the eighth year of WOS.

b. SWO phase will begin at the beginning of the ninth year of WOS and continue throughout a career, unless selected for MWO.

c. MWO phase will begin at the start of the 19th year of WOS and continue for the remainder of a career.

6. Exceptions to established utilization rules will be addressed to the appropriate career management authority for approval.

7. Utilization of warrant officers to fill commissioned officer's positions will be accomplished with the approval of career management authority only.

SECTION 5: Professional Development

1. Warrant officer professional development encompasses schooling, both civil and military, progressive assignments, and socialization which will develop the professional attributes and capabilites of the warrant officer to meet Army requirements.

2. For the most part, past warrant officer professional development has been accomplished by personnel managers and commanders who attempted to develop warrant officers without a strategic plan or an institutionalized management system.

3. The TWOS warrant officer professional development plan incorporates schooling progression to change "frames of reference", along with assignment utilization levels which combine to capitalize on skills attained while expanding experience and creating indepth technical and tactical expertise. The TWOS professional development plan will consist of the following:

a. Warrant Officer Training (WOT):

(1) Successful completion of WOT is a prerequisite for appointment as a warrant officer. WOT is a basic technical and tactical skills course which provides standard training and evaluation to all warrant officer candidates (WOC) in common military (Check 2) and military occupational specialty (MOS) (Check 3) specific subjects.

(2) WOC common core (Check 2) training will be conducted in a high stress environment with the course concentrating on leadership, military history, ethics, professional development, communicative arts, personnel management, employment and tactics, Army structure, and common tactical training. Additionally, WOCs receive technical (Check 3) training for the MOS in which they seek appointment. This training includes proponent certification of critical technical and tactical tasks and knowledge to ensure a sound level of competence in all facets of the MOS at the entry level.

(3) WOT will train to produce entry level skill upon which the warrant officer will progressively build both technically and tactically through assignments, training, education, and socialization. WO utilization period begins upon appointment and normally continues through the eighth year of warrant officer service (WOS).

(4) All warrant officer candidates (WOC) attend WOT and, upon successful completion, are certified and appointed by the MOS proponent. Selected WO then have the opportunity to compete for a full warrant officer career, that is, 30 years of warrant officer service (WOS).

b. Senior Warrant Officer Training (SWOT):

(1) SWOT will prepare the WO for utilization assignments from their ninth year (eighth, if selected for SWO below the zone) of WOS for the remainder of a career unless selected for MWO. SWOT will occur between eight and 11 years of WOS.

(2) Like WOT, the SWOT curriculum consists of common military and MOS specific subjects. The course builds upon the basic courses taught during WOT, certifies achievement of critical technical and tactical task proficiency at the SWO skill level. This training increases technical and tactical knowledge,

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provides an additional skill or MOS, and trains to an advanced level based on TOE/TDA position requirements for the next skill level.

(3) All warrant officers that are in final voluntary indefinite (FVI) status will attend SWOT during a four-year window (between the eighth and 12th year of WOS). A four-year window is provided to allow attendance during normal assignment rotations.

c. Master Warrant Officer Training (MWOT):

(1) MWOT training will prepare warrant officers for utilization assignments between the 18th and 30th year of WOS. MWOT will occur after completing 17 years of WOS and prior to completion of 25 years of WOS.

(2) MWOT trains SWO's to serve in positions requiring master master level skills. It will provide the Army with a systems qualified branch technical integrator, capable of functioning in a required role as a senior leader and mentor for junior warrant officers. Training will reinforce common military subjects and integrate technical skills at the management level. MWOT will include certification of skill level critical task proficiency.

(3) Only warrant officers in the grade of W4 who have been selected for promotion to W5 (in the absence of W5, centrally selected W4 designated as MWO) will attend MWOT training. An eight-year window (between the 18th and 26th year WOS) is provided to allow attendance in conjunction with assignment rotations.

d. MOS Technical/Functional Training: MOS technical and functional training will be provided between the fifth and 26th year of WOS to prepare warrant officers for specific duty positions such as New Equipment Training which provide skills and qualifications not within the scope of WOT, SWOT, or MWOT and will normally coincide with assignment rotations.

e. Civilian Schooling: The Army's civilian education goal for warrant officers is an MOS related associate degree by the ninth year of WOS followed by continued civilian education through a career. The fully funded Degree Completion Program (DCP) for warrant officers (two year associate degree) and Army Educational Requirements Board (AERB) positions for baccalaureate and Masters degree qualifications will be filled from warrant officers with seven to 15 years of WOS. This window will allow maximum return, in terms of utilization, on the training investment.

f. Training with Industry (TWI): Technical training with industry will be provided after completing nine years of WOS and prior to completion of 25 years of WOS. Individuals must be mem-

bers of the Regular Army prior to attendance. TWI may be for a period of up to one year, depending on requirements. TWI provides specific training not available in existing courses, which is required for the position the individual currently fills or for a projected assignment. (See Chapter VI of this report for detailed information on WOTS.)

SECTION 6:   Certification

1.   The TWOS determined that it was both feasible and necessary to develop a program that would measure and validate technical and tactical skills (competence) for warrant officers on a repetitive basis.

    a.   In developing a certification program for the warrant officers, the objective was to design a program that would measure technical and tactical skills at each career phase. The program will provide individual warrant officers and commanders with information on which to base self-study and individual training programs.

    b.   The TWOS examined the Military Qualifications Standards (MQS) used by commissioned officer grades O-1 through O-3. The MQS program identifies how well and to what extent critical tasks must be performed by company grade officers. The MQS are standards and not tests. The TWOS determined that portions of the MQS program could be incorporated into a warrant officer program. However, MQS would not provide the technical and tactical certification necessary for the warrant officer force.

    c.   The TWOS developed a concept for certifying and validating all warrant officers, on a repetitive basis, without continued use of written tests. An outline of the TWOS developed Warrant Officer Technical and Tactical Certification Standards (WOTTCS) program is as follows:

        (1)   Warrant officers will be certified on technical and tactical skills on a repetitive basis throughout a career. Technical and tactical skills will be certified at each career phase (WO, SWO, MWO). The measurement of these skills involves the individual warrant officer, the warrant officer rater, and his commander.

        (2)   Change of "Frame of Reference": The warrant officer attends a service school at each training phase where a change in frame of reference occurs. Critical skills are obtained, validated through testing and certified with results entered on the Academic Evaluation Report (AER). This testing and validation occurs at completion of each level of warrant officer training.

        (3)   Proficiency is maintained through self-study of Common Military Education Training (CMET) and Warrant Officer Common Skills (WOCS). A "Branch Warrant Officer Standards Manual" which

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details MOS-specific and branch-common skills will be developed and published by TRADOC based on approved input from MOS proponents for use by warrant officers, raters and commanders.

(4) Requirements contained in the WOTTCS and those in the Branch Warrant Officer Standards Manual, combined with the service school certification, provide the tools for certification and sustainment of critical task proficiency at each career phase.

(5) The AER provides a validation record by the proponent that the warrant officer has met required technical and tactical certification standards for the respective skill level (WO-SWO-MWO). Throughout the utilization phases, the warrant officer, the rater and the commander work continuously to maintain task proficiency utilizing WOTTCS tools. Validation of WOTTCS standards during the utilization phase will be incorporated into the Officer Evaluation Report (OER).

(6) The AER and OER submitted on a warrant officer become the certification records during a career.

4. Implementation of the WOTTCS program is essential to support the future role and utilization of warrant officers as stated in the new WO definition. The WOTTCS will provide the officer, the rater and the commander with a tool to measure levels of technical and tactical proficiency. The program will serve not only to educate the commissioned officer force on the role, utilization and responsibilities of the warrant officer, but will serve as a tool for raters and commanders to properly develop and rate warrant officers.

5. The TWOS recommended that the Army implement a Warrant Officer Technical and Tactical Certification System for all warrant officers. For those MOS that currently have a certification program (Aviation, Transportation, Physicians Assistants, Criminal Investigation) only minor modifications will be required for WOTTCS WOTTCS implementation. This recommendation was approved by the CSA as an integral part of the 30 year WOS career program.

SECTION 7: Promotions

1. The TWOS examined the current temporary and permanent promotion systems (AUS, RA, USAR & NGUS) for all components (AC & RC) to develop the future warrant officer force. The need for additional grade(s) was addressed based on requirements and extended career potential.

2. The TWOS determined that the current permanent promotion systems, provided for in law, would remain essentially unchanged except for modifications regarding below the zone selection, standardization between the components, and the addition of grade W5. This determination was based on an analysis that revealed an acceptable advancement flow and opportunity, but indicated that

four grades would not provide the retention incentives to support a 30 year career based on WOS.

3. The philosophy of the Ar.y promotion system is based on individual potential to serve in documented positions requiring ever increasing responsibility, skill and/or authority. Currently, warrant officers are promoted only to provide career incentive (mostly in the form of pay raises) because manning documents (TOE/ TDA) do not reflect a need for increased rank. Therefore, current warrant officer promotions have no direct relation to levels of responsibility as they do in the commissioned officer and enlisted systems.

4. The obvious reason the Army does not promote to requirements is because positions are not graded and warrant officer distribution to positions throughout the Army is accomplished by MOS only without regard to grade.

5. The TWOS approach to the issue of additional grades was first to determine what the Army needs are, in terms of position requirements, rather than by developing a proposal based on incentive alone. In order to verify that different levels of skill, responsibility and experience are required in warrant officer positions throughout the Army, a complete analysis of each MOS, by position, was accomplished (See Chapter IV). This analysis revealed that there are three distinct levels of skill and responsibility in the great majority (86%) of WO positions, that the levels can be determined systematically, and that the requirements could and should be documented on the TOE/TDA. The third skill level rank, MWO (W5), is required based on the utilization time needed to develop an individual with the knowledge and skill to meet requirements.

6. The TWOS' analysis of current promotion points (time-in-grade), below the zone temporary promotions, and the permanent promotion system flow, determined that the current permanent promotion program should be changed. The promotion system should provide for a single active duty promotion list with flexible promotion points (requirements-based) for the active and Reserve components. The current temporary promotion system should be retained but apply only through grade W2 for active duty warrant officers. Mandatory Regular Army (RA) integration for active component WO should occur at promotion to W3. Provisions for below the zone permanent promotions, for both active and Reserve components, requires legislation change as does the addition of grade W5.

7. The TWOS proposals regarding promotions are summarized below:

   a. Appointments normally will be made to the grade of W1 in the US Army Reserve (USAR). Those who are to serve on active duty will concurrently be called to active duty.

   b. There will be five permanent grades (W1, W2, W3, W4, W5)

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for both AC and RC. The AC will have two temporary grades (W1 and W2).

c. Minimum time in grade for permanent promotion to the next higher grade will prescribed in law, Title 10, US Code.

d. Desired normal permanent promotion points will be as follows:

(1) Three years time-in-grade W1 for promotion to W2.

(2) Six years time-in-grade W2 for promotion to W3.

(3) Six years time-in-grade W3 for promotion to W4.

(4) Five years time-in-grade W4 for promotion to W5.

e. Opportunity for below the zone permanent promotions will be provided for both the active and reserve components.

f. Temporary promotions (AUS) prior to integration into the RA will apply only to the grade of W2 in the active component and the promotion point will be determined by Army policy.

g. Reserve component promotion points (both USAR & NGUS) will be the same as permanent (RA) promotion points for the active component.

h. One time non-selection for AUS W2 (AC) or for USAR W2 (RC) will result in separation from warrant officer status.

i. Twice non-selection for promotion to W3 or W4 will result in: separation from the service (both AC and RC), selective continuation in grade (to meet the needs of the service), or retirement if the member is retirement eligible.

j. The Secretary of the Army has the authority to selectively continue in grades W2 and W3 who have been twice non-selected for promotion to grades W3 or W4.

k. Non-selection for W5 will not constitute a passover. The W4s not selected for promotion to W5 will continue to serve in grade and will be considered for promotion to W5 throughout the remainder of their career. However, selective career extension policies apply. (See para 1b, Section 8, this chapter.)

8. Selective continuation in grade:

a. The Secretary of the Army will have the authority to selectively continue in grade those personnel who have twice been non-selected for W3 or W4 in both components (AC and RC).

b. Proposed legislation will not provide for selective continuation in grade W1. Those personnel (both components) who

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have once been non-selected for promotion to W2 will be involuntarily separated from warrant officer status.

c.   Warrant officers who are selectively continued in grade will be considered for promotion by each succeeding promotion board throughout the continuation period until reaching mandatory retirement.

SECTION 8:   Strength Management

1.   The TWOS analysis of the current warrant officer program determined that current strength management tools are effective and should be retained as part of the new management system.   Additional strength management tools will be required to properly manage the force by MOS, both quantitatively and qualitatively. Additional quantitative and qualitative strength management programs recommended by TWOS are:

a.   Mandatory automatic integration into the Regular Army, for the active component, at promotion to grade W3.

(1)   Warrant officers selected for promotion to W3 will be offered integration into the RA.   If accepted, integration will occur prior to promotion.   Warrant officers declining integration will not be promoted to W3 and will be released from active duty.

(2)   Legislation will provide "Grandfathering" for the existing force.   The opportunity for individual RA application prior to mandatory integration at promotion to W3 will be continued.   Warrant officers may submit voluntary applications for Regular Army status after completing two years of warrant officer service.

b.   Selective career extension will be applicable to both components (AC & RC) and will require enactment of legislation. It will be similar but not identical to the DOPMA provisions covering selective early retirement for the commissioned officer force.   TWOS research revealed that an additional management tool was needed to effectively manage the strength of members of both the active and reserve components who are retirement eligible. Selective career extension provisions will be implemented as follows:

(1)   Would be performed by a Department of the Army level board.

(2)   Would apply only to retirement eligible personnel who have at least two years time in grade.

(3)   All MOS would be considered.   The board would be furnished desired "floor and ceiling" guidance by MOS.

(4)   Personnel once considered by a board would not be

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reconsidered for two years based on board convening dates.

(5) Personnel identified as being marginal performers will be provided the following options:

(a) "Show cause" within 60 days from date of notification as to why they should not retire. Personnel electing this option and failing to satisfactorily show cause would be required to retire within three months from date of notification that their reclama was unsuccessful.

(b) Retire within six months from date of notification.

2. Current strength management programs to be retained in the new system are as follows:

a. Conditional Voluntary Indefinite (CVI) and Voluntary Indefinite (VI) (applies to active component only):

(1) CVI will occur at the third year of WOS for all warrant officers. A DA selection board will approve or disapprove CVI based on performance and potential. Those selected for CVI may serve on active duty until their records appear before a VI board. Nonselectees will be allowed to remain on active duty only until completion of the Obligated Volunteer (OBV) period.

(2) VI will occur at the seventh year of WOS for all warrant officers. A DA board will select VI warrant officers from those in CVI status. Officers not selected for VI will be released from active duty. VI status ensures continued service until the W3 selection point.

b. OTRA warrant officers may be considered for elimination from active duty by a DA Active Duty Board (DAADB) as prescribed by AR 635-100, Officer Separations.

c. RA warrant officers will continue to be eligible for elimination under existing laws and regulations for reasons of misconduct or manner of performance.

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CHAPTER VI: WARRANT OFFICER TRAINING SYSTEM

SECTION 1: Background

1.   One of the essential elements of the TWOS Charter required an in-depth review of the Warrant Officer professional development program. That element asked the question, "Are current warrant officer professional development programs (including the Warrant Officer Training System-(WOTS)) designed to meet the current and future needs of the Army?" The review included an analysis of the existing WOTS which included the program of instruction (POI) for each course, the category of personnel involved in warrant officer instruction and the degree to which the instruction met the utilization requirements of warrant officers.

2.   Warrant officer training, beyond the entry level, is based on ill-defined standards of what a warrant officer is supposed to know and do. To date, the specific requirements for which warrant officers are being trained have not been defined. This problem has been exacerbated by the fact that any warrant officer can be assigned to any authorized warrant officer position, within his MOS, regardless of grade, experience, or skill. In 1975, to assist career managers in assigning Warrant Officer Senior Course (WOSC) graduates to those positions that required WOSC training, an additional skill identifier (ASI) of 4A was assigned to each graduate. Subsequent efforts to get major commands (MACOM) to designate positions within their organizations that were appropriate for the WOSC graduate met with minimal success. The MACOM often failed to designate ASI 4A positions on manning documents (TOE/TDA), therefore, the proponents were unable to determine exactly what each warrant officer was required to know. These factors have led to the following problems:

   a.   Because requirements for training had not been identified, an objective evaluation of current training programs was difficult. Since TAADS designates all warrant officer positions as WO, there is no requirement to assign warrant officers based on the experience and training required for a position.

   b.   The result is that an inexperienced warrant officer, simply because of availability, can be assigned to a position that requires significantly more experience and training than he possesses. The Army policy of not coding WO positions by rank in TAADS tends to discredit the WO assignment process.

   c.   Warrant officers frequently complete what is advertised as higher level training which is not requirements based, only to return to the same duties they performed prior to that training. This practice further discredits the assignment process and frequently makes the justification for the training received questionable.

SECTION 2:   Evolution of WOTS

1.   Until 1983, only three warrant officer career fields had certification or licensing programs established.   These categories were Aviation, Marine, and Medical.   All other warrant officers were essentially appointed with the notion that upon appointment, they were "fully qualified" based on training and experience received during prior service.

2.   The first professional development program for warrant officers beyond the entry or appointment level was established by the Aviation Center at Fort Rucker beginning in June 1969.   This program was the Aviation Warrant Officer Advanced Course (AWOAC). The course was designed to provide senior aviation warrant officers with the training to prepare them for the highest levels of future assignments.   The original AWOAC was management oriented.   The course involved general military and aviation subjects.   The AWOAC was equated to the senior service college for commissioned officers and was targeted for the most senior aviation W4.   In July 1969, the Aviation Warrant Officer Intermediate Course (AWOIC) was established at Fort Rucker, Alabama.   The course was designed to bridge the military educational gap between entry level training and the AWOAC.   The AWOIC, a reduced version of the AWOAC, was initially targeted to the most senior aviation W3 and was equated to the commissioned officer advanced courses.

3.   Over the next four years, the AWOAC was gradually upgraded and directed more toward expected future assignments of the student.   As the most senior personnel completed training, the target population gradually shifted toward the junior W4 and senior W3.   Concurrently, the AWOIC target student shifted toward the junior W3 and senior W2.   In 1974 the AWOIC was redesignated as the Aviation Warrant Officer Advanced Course (AWOAC).

4.   In 1973, the AWOAC was restructured and opened to senior technical service warrant officers.   In 1974, the AWOAC was redesignated as the Warrant Officer Senior Course (WOSC) with a management-oriented branch and MOS immaterial Program of Instruction (POI).   The WOSC was open to all warrant officers, grades W2(P) and above with a minimum of eight years of WOS.   Attendance was restricted to RA warrant officers with less than 24 years AFS and OTRA warrant officers with less than 16 years AFS.

5.   In 1973, HQDA began implementing a plan to close the gaps in the warrant officer military education program by directing the expansion or modification of existing advanced courses to accommodate all warrant officer MOS.   Between 1975 and 1982, several branch service schools developed and implemented Warrant Officer Advanced Courses (WOAC).   Most of these courses were modifications of existing branch Commissioned Officer Advanced Courses (COAC) or combinations of COAC with Advanced Noncommissioned Officer Education System (ANCOES) courses.   Usually, all warrant officers of a branch, regardless of MOS, attended the same

advanced course. While the branch flavor was appropriate, most warrant officers felt that the training should be more MOS-specific to prepare them for increased technical roles and to reinforce previous experience and training. This was substantiated by responses in the TWOS Warrant Officer Survey.

6. Civil schooling opportunities were also increased during this period. The educational goal of an associate degree in an MOS - related dicipline was established. For the first time, warrant officers were allowed entry into fully funded civil school programs. Cooperative degree programs were established in colleges and universities near installations conducting warrant officer career courses to provide students the opportunity to complete an MOS related associate degree while attending their career course. Also during this period, the Army Education Requirements Board (AERB) began to validate requirements for selected warrant officer positions that require baccalaurate or graduate degrees. By the end of 1975, the Army's capability to professionally develop warrant officers through training and education had been significantly expanded.

7. In August 1982, Training and Doctrine Command (TRADOC) implemented the Warrant Officer Training System (WOTS). The WOTS is a three level system; entry, advanced and senior. Proponents were directed to develop a WOAC which included a common core module, a branch specific module, and an MOS specific module.

8. In March 1983, due to extreme Ordnance MOS shortages, the Ordnance School activated its own warrant officer candidate course at Aberdeen Proving Ground, Maryland.

9. In December 1983, the Vice Chief of Staff, Army, approved the Warrant Officer Entry Course (WOEC) concept. The program was institutionalized and became mandatory for all AC warrant officer accessions effective 1 October 1984 and for RC on 1 October 1985. Since then, direct appointments have ceased and all applicants accepted for the warrant officer program are required to successfully complete WOEC training. Appointment by respective branch school commandants certifies that the newly appointed warrant officer has met acceptable standards as an officer and is capable of performing all technical duties required at the entry level. In addition to the WOEC at Aberdeen Proving Grounds and Fort Rucker, a third course was established at Fort Sill.

SECTION 3: Analysis of WOTS - General

1. In career sequence, each warrant officer professional development course will be discussed in this section. Data pertaining to each WOTS element was obtained directly from proponent schools and is contained in VOL II of this report. Data submitted by MOS proponents revealed:

    a. The number of warrant officers involved in warrant officer professional development training by school.

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b. The number of warrant officer courses being conducted.

c. Total hours taught in each course by category of instructor personnel (warrant, commissioned, noncommissioned, and civilian).

d. Army Education Review Board (AERB) authorized positions by MOS.

2. A review was conducted to determine the number of warrant officer positions and where they were located in the training elements of each proponent school involved with warrant officer professional development training. Proponent school locations involved in warrant officer professional development and training, and the number of warrant officer spaces at each, as of 1 June 1985, are contained in Annex F, Volume II, of this report.

a. Analysis:

(1) As of 1 June 1985, 11 of the 16 proponent schools were at or over officer distribution plan (ODP) supported strength for warrant officers. A total of all proponents shows assigned warrant officer strength at 94.1 percent of ODP support. Transportation Corps and Air Defense schools were under 80 percent ODP authorized strength.

(2) A majority of the 587 warrant officers assigned to the Aviation School are involved with flight, and not academic, instruction.

b. Recommendation: Continued review of ODP-supported warrant officer positions should be done to ensure assigned warrant officers are performing duties required by the position occupied.

SECTION 4: Warrant Officer Entry Course (WOEC)

1. Effective 1 October 1984, all new warrant officers were required to go through the "Triple Check" (Check 3) system, as follows:

a. Check 1: The administrative application process, verification of qualifications, and board selection to attend the Warrant Officer Entry Course (WOEC).

b. Check 2: A six-week four-day, high stress, leadership and ethics oriented course designed to enhance and develop officership qualities of the candidate. Attendance at this course is mandatory prior to being appointed as a warrant officer.

c. Check 3: MOS specific training conducted by the MOS proponent school culminating with certification and appointment as a warrant officer by the school commandant.

2. Research was conducted to analyze, by proponent school and

MOS, the following: WOEC training being conducted, hours taught by each instructor category (commissioned, warrant, enlisted or civilian), and percentage of each category. Details are shown in Annex F, Vol II.

    a. Analysis:

        (1) At present, 11 of 61 (18 percent) warrant officer entry MOS do not have WOEC Check 3 training.

        (2) Warrant officers provide 37.2 percent of the instruction in WOEC Check 3 training.

    b. Recommendations:

        (1) Each MOS proponent review warrant officer involvement in WOEC Check 3 training to ensure only those best qualified instructors are assigned to professional development positions.

        (2) That proponents continue to develop separate WOEC Check 3 training courses, based on job-task analysis determined critical skill requirements, for each of the following MOS which do not have certification training:

PROPONENT	MOS	TITLE
AD	221B	Missile Assy Tech
AD	222B	Missile FC Tech, NIKE
AD	222C	Missile Sys Tech, PATRIOT
AD	225B	ADA C&C Maint Tech
AV	150A	ATC Tech
EN	811A	Photo Mapping Tech
EN	821A	Survey Tech
EN	833A	Reproduction Tech
EN	841A	Terrain Analysis Tech
JAG	713A	Legal Administrator
OSG	051A	Food Insp Tech
OSG	202A	Bio-Med Rep Tech
QM	762A	Support Supply Tech
SSC	712A	General Staff Admin Tech
- -	751A	ORSA Tech (Proposed MOS)

SECTION 5: Warrant Officer Advanced Course (WOAC)

1. TRADOC has developed a WOAC common core (CC) of 80 hours which will be required for all MOS and is expected to be implemented 1 October 1985.

2. The TWOS conducted research to determine the number of warrant officer MOS for which WOAC-CC training was in place and the category (commissioned, warrant, enlisted or civilian) of personnel who are the principal instructors. Generally, when more than one MOS received the same instruction, TWOS classified it as branch CC. Data was current as of 1 June 1985 and is contained

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in Annex F, Vol II.

    a. Analysis:

       (1) At present, 11 of 72 (15.3 percent) MOS do not have WOAC-CC training courses in place.

       (2) Warrant officers instruct 33.2 percent of all WOACC-CC training.

    b. Recommendations:

       (1) That MOS proponents review total involvement of warrant officers in WOAC-CC training in view of the total warrant officers assigned to professional development positions and determine who is best qualified to instruct such training.

       (2) Develop WOAC-CC training course, based on job-task analysis determined critical skill requirements, for each of the following MOS:

PROPONENT	MOS	TITLE
AD	224B	CHAPARRAL/VULCAN TECH
AD	224D	SGT YORK AD SYS TECH
AD	225B	ADA C&C MAINT TECH
FA	201A	METEOROLOGY TECH
FA	211A	TGT ACQ RADAR TECH
FA	214G	LANCE SYS TECH
JFK	180A	SPECIAL OPS TECH
OSG	011A	PHY ASST
OSG	051A	FOOD INSP TECH
OSG	202A	BIO-MED RPR TECH
- -	751A	ORSA TECH (Proposed MOS)

3. Research was performed to determine the number of warrant officer MOS for which WOAC-MOS specific training was being conducted and the category of personnel who are principal instructors. Data was current as of 1 June 1985 and is contained in Annex F, Vol II.

    a. Analysis:

       (1) 50 of 72 (69.4 percent) MOS do not have WOAC MOS specific training.

       (2) WO instruct 31.1 percent of all WOAC MOS specific training. (Note: 807 warrant officers were assigned to training elements of WOTS schools.)

b. Recommendations:

(1) That each MOS proponent review total involvement of warrant officers in WOAC MOS specific training in view of total warrant officers assigned to professional development positions and determine who is best qualified to instruct such training.

(2) Develop WOAC MOS training courses, based on job task analysis determined critical requirements, for each MOS in which training is not currently being conducted, as follows:

PROPONENT	MOS	TITLE
AD	221B	MSL ASSY TECH
AD	222B	MSL FC TECH, NIKE
AD	222C	MSL SYS TECH, PATRIOT
AD	224D	SGT YORK AD SYS TECH
AD	225B	ADA C&C MAINT TECH
AV	100A	PILOT RW ME
AV	100B	PILOT RW U/O
AV	100C	PILOT RW CGO
AV	100D	PILOT RW HL
AV	100E	PILOT RW ATK
AV	100K	PILOT RW ATK ME
AV	100Q	PILOT FW CSS
AV	100R	PILOT FW CS
AV	150A	ATC TECH
EN	811A	PHOTO MAPPING TECH
EN	821A	SURVEY TECH
EN	833A	REPRODUCTION TECH
EN	841A	TERRAIN ANAL TECH
FA	201A	METEOROLOGY TECH
FA	211A	TGT ACQ RADAR TECH
FA	214G	LANCE SYS TECH
JFK	180A	SPECIAL OPS TECH
MI	285A	EW/INTCP TECH
MI	961A	ATTACHE TECH
MI	962A	IMAGE INTRCP TECH
MI	964A	ORDER OF BATTLE TECH
MI	971A	COUNTERINTELL TECH
MI	972A	AREA INTELL TECH
MI	973A	INTERROGATION TECH
MI	982A	TRAFFIC ANAL TECH
MI	983A	EMAN ANALYSIS TECH
MI	984A	MORSE INTECP TECH
MI	985A	NON-MORSE INTECP TECH
MI	986A	EMIT LOC/ID TECH
MI	988A	VOICE INTECP TECH
OD	630E	DS/GS STAFF MAINT TECH
OSG	011A	PHYS ASST
OSG	051A	FOOD INSP TECH

PROPONENT	MOS	TITLE
OSG	202A	BIO-MED TECH
QM	041A	FOOD SERVICE TECH
QM	401A	AIRDROP EQUIP TECH
QM	761A	GEN SUPPLY TECH
QM	762A	SPT SUPPLY TECH
SSC	021A	CLUB MGR
SSC	031A	BANDMASTER
SSC	712A	GEN STAFF ADMIN TECH
SSC	713A	LEGAL ADMINISTRATOR
SSC	741A	ADP TECH
TC	160A	AVN MAINT TECH
- -	751A	ORSA TECH (Proposed MOS)

SECTION 6: Warrant Officer Senior Course (WOSC)

1. TWOS carefully analyzed the current WOSC to determine if it was structured to meet the present and future needs of the WO Corps. Research to determine the total number of hours of WOSC training taught by category of personnel was conducted. Data was current as of 1 June 1985. Shown below is the total number of hours of WOSC training taught by category of personnel:

	WO	CO	NCO	CIV	TOTAL
ALL MOS	170	199	24	357	750
TOTAL PERCENTAGE OF EACH	22.7%	25.5%	3.2%	47.6%	

2. Analysis:

   a. Warrant officers instruct 22.7 percent of the WOSC. (Note: 587 warrant officers were assigned to training element of the Aviation school but the majority perform flight instruction duties.)

   b. Review of the POI indicated that the current WOSC does not train to requirements since WO positions within TAADS are not graded by rank, therefore, training requirements can not be quantified.

   c. The WOSC should be replaced by MWOT designed to train to identified requirements.

3. Recommendations:

   a. That TRADOC and proponent schools review total involvement of warrant officers in WOSC training in view of total number of warrant officers assigned to professional development positions and determine who is best qualified to instruct such training. Proponents should maximize the use of WOSC graduates on the staff and faculty presenting WOSC training.

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b. TWOS recommends the following changes be made to the WOSC Program of Instruction (POI) as an interim measure to transition to MWOT. The recommendations are indexed by WOSC POI File Number:

(1) POI No. 1-250-C7 (Warrant Officer Senior Course): Convert to testable course for all classes except guest speaker and seminars.

(2) 51-7678-19 (The Lorraine Campaign): Delete.

(3) 50/51-7679-2 (History of Combined Arms Warfare): Delete.

(4) 51-7523-57 (Principles of Effective Writing): Intensify with minimum achievement standards. Test for record.

(5) 51-7572-69 (Military Briefings): Intensify with minimum achievement standards. Include 15 minute Decision Brief and fifteen minute Information Brief. Test for record.

(6) 51-7647-11 (The Counseling Process): Define standards for different counseling situations (purpose and goals of each).

(7) 51-7683-2 (History of Professionalism): Include Professional Development of Officers System (PDOS) study and Officer Personnel Management (OPMS) study approved "ARMY ETHIC" definition of Army officers.

(8) 51-7639-37 (Techniques of Management): Needs total overhaul. Should be based on mission and guidance to include the flow from planning to integration to execution to resource allocation. Must have TECHNICAL ORIENTATION!

(9) 51-7835-6 (Organization Effectiveness): Delete.

(10) 51-7307-6 (Economic Approach and Linear Programming): Delete.

(11) 51-7640-8 (Critical Path Method): Delete.

(12) 51-7574-12 (Resource Management (Budgeting)): No theory - hands on.

(13) 51-7361-17 (Computer Concepts): Delete.

(14) 51-7349-12 (Supply Operations (unit)): Delete-convert to non-resident. Base on mission and guidance to include the flow from planning to integration to execution to resource allocation. Must have TECHNICAL ORIENTATION!

(15) 51-7835-6 (Combat Support Operations): Delete.

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(16)   51-7576-2 (Logistical Operations):   Delete.

(17)   51-7577-51 (Personnel Systems):   Reduce to 20 hours

(18)   51-7878-2 (Methods of Inspection):   Increase to 20 hours to include:

(a)   Mission purpose of element/equipment/personnel to be inspected. (This is one of the key aspects which must be included at all levels of WOTS).

(b)   Identification of standards.

(c)   Inspection methods; formal, informal, working, on the job, 100 percent, sampling or combination.

(d)   Reports/records; formal/informal.

(e)   Follow-up.

(19)   51-7764-4 (The Army Safety System):   Expand to provide in-depth training, not overview.

(20)   51-7836-24 (The Army Training System):   Rework to focus on how to train (NOT MOI) to include:

(a)   How to develop a training program which has a gainful end.

(b)   How to determine mission requirements for which training must be based.

(c)   How to establish training objectives.

(d)   How to define learning objectives.

(e)   How to execute to include resourcing for:

1.   Time.

2.   Materials.

3.   Facilities.

4.   Funding.

5.   Personnel.

6.   Testing to determine if training objectives were attained.

(21)   51-7580-14 (Combat Operations (Offense, Defense, Retrograde)):   Delete.

(22) 51-7581-8 NBC Operations: Change to hands-on; de-con, masking, operation in MOP. Pre-test and final test.

(23) 51-7586-5 (Intelligence Organizations), 51-7428-8 (Terrorism), 50/51-7429-6 (Insurgency), 51-7587-5 (Special Operations) and 51-7588-6 (The Threat): Combine all courses and develop a six hour block of instruction emphasizing the Soviet threat.

(24) 51-7589-45 (International Relations): Delete.

(25) ADD : How the Army Runs. (Note: Instructors should be sent to Fort Leavenworth for training in this subject. If instructor training cannot be completed in time, instructors from Fort Leavenworth should be requested to teach the class at WOSC site).

(26) ADD: Functional Area Assessment (FAA) and Functional Review (FR), to include practical exercise (PE) on preparation and conduct. (Note: Could begin with video-tape of Vice Chief of Staff, Army, conducting an FAA).

(27) ADD: Manpower and Personnel Integration(MANPRINT) integrated with instruction on entire acquisition process.

(28) ADD: Logic course, to include defining the problem developing evidence, determining conclusions. Must include Practical Exercise.

SECTION 7: Master Warrant Officer Training (MWOT)

1. TWOS has developed a proposed MWOT course based on the following concepts:

a. MWOT is required only for warrant officers who have been HQDA board selected as MWO. MWOT provides the training required to qualify warrant officers for the expected roles as technical integrators, trainers, managers, and developers. The Master Warrant Officer must be trained to meet acceptable standards at the highest utilization level. The instruction should be established to include:

(1) Common Core Module: This is the minimum military educational and training requirement as determined by Training and Doctrine Command (TRADOC) and approved by Department of the Army. The common core subjects will be applicable to MWOT across all MOS.

(2) Branch and MOS Oriented Modules: These are branch and MOS oriented educational requirements as determined by job task analysis. They must be designed to qualify the Master Warrant Officer to transition and change frames of reference. The branch & MOS modules may consist of any courses, or portions thereof, conducted in the DoD school program, training with

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industry (TWI) and/or courses at civil institutions. Course context design will be made by the MOS proponent and approved by TRADOC and HQDA, based on analysis of training necessary to qualify the Master Warrant Officer for position requirements.

b. Form and substance of MWOT: MWOT should consist of three phases, as follows:

(1) Phase 1 would be a lead-in correspondence course. The non-resident portion of Combined Arms and Service Staff School (CAS[3]), or some similar existing course, could be used for this purpose. This course should update the student on common military subjects, reinforce previous training to include leadership, and provide the necessary background and fundamentals to prepare the officer for Phase 2.

(2) Phase 2 would be a resident course. This module must validate the non-resident phase and should concentrate on that training necessary to aid the officer in changing "frame of reference" from skill application to that of systems integration. Understanding of the interface between the Army's technical systems should be developed here. Subjects taught in this phase will be designed to ensure the student understands how the Army operates. This phase should maximize warrant officer branch skills with the goal that each warrant officer becomes a master systems integrator of technical skills and tactical expertise to optimize systems integration for improved combat readiness in Army units. Development of specific requirements and training objectives should be a TRADOC mission.

(3) Phase 3 should be an MOS specific module. This module should reinforce and update technical skills and train to the requirements of future utilization. This module may be multifaceted depending upon what training the proponent deems necessary after job-task analysis. It should include maximum use of existing DoD courses, functional training, training at civil educational institutions, and/or TWI. This module should concentrate specifically on the warrant officer's future utilization at the highest skill levels.

2. Key tasks in the transition from current WOSC to MWOT are:

a. Identify job-task analyzed requirements for MWOT by MOS.

b. Establish training and learning objectives based on requirements.

c. Modify elements of the current WOSC POI to meet identified requirements.

d. Establish a high (80 percent) correct testable standard.

e. Maximize the use of WOSC graduates as WOSC/MWOT staff and faculty. These should be nominative positions.

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SECTION 8. Warrant Officer Utilization in Professional Development Instruction

1. Shown below is the total of WOTS training hours by category of instructor:

	WO	CO	NCO	CIV	TOTAL
WOEC CHECK 3	11302	2445	9880	6771	30398
PERCENTAGE	37.2%	8.0%	32.5%	22.3%	
WOAC-COMMON CORE	9455	9132	4899	5033	28519
PERCENTAGE	33.2%	32.0%	17.2%	17.6%	
WOAC-MOS RELATED	2391	812	1786	2708	7697
PERCENTAGE	31.1%	10.5%	23.2%	35.2%	
WOSC	170	199	24	357	750
PERCENTAGE	22.7%	26.5%	3.2%	47.6%	
TOTAL WOTS TRAINING	23318	12588	16589	14869	67364
PERCENTAGE	34.6%	18.7%	24.6%	21.1%	

2. Analysis:

   a. Warrant officer instruction of WOTS training:

      (1) Warrant officers instruct 34.6 percent of WOTS total academic hours (including Aviation WOEC Check 3 initial entry flight training).

      (2) The number of warrant officers assigned to TRADOC schools (807) contrasts greatly with the total percentage of class hours actually taught by warrant officers.

      (3) TWOS research indicates that the optimum qualities of an ideal warrant officer professional development instructor include:

         (a) Is highly motivated to both learn and teach.

         (b) Possesses the ability to effectively communicate both orally and in writing.

         (c) Is an expert in subject matter to be taught.

         (d) Possesses the skill and experience to relate subject matter to the student and student to the subject matter.

         (e) Is superior in rank or grade to the student.

         (f) Is a graduate of the course being taught.

   b. WOTS has no institutionalized procedure for identifying,

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developing, recommending or selecting staff and faculty personnel to manage, develop, and teach warrant officer professional development training courses.

3. Recommendations:

a. That TRADOC task each proponent school to:

(1) Evaluate the use of warrant officers assigned to the training element at their school.

(2) Evaluate the quality of their instructors to consider what the optimum qualities should be.

(3) Assign only the best qualified to conduct warrant officer professional development training. (See Chapter XV).

(4) Report to TRADOC the date each respective warrant officer course is expected to be on line in all cases where training required for warrant officers is not currently being conducted.

b. That TRADOC develop an institutionalized method to "grow" those warrant officers required to manage, develop, and conduct the WOTS programs (See Chapter XV).

SECTION 9: Army Education Review Board (AERB) Positions

1. Army Education Review Board (AERB) authorized positions, by proponent, as of 1 Jun 85, were reviewed.

2. Analysis:

(a) There are currently 205 authorized AERB positions for warrant officer baccalaureate degrees.

(b) There are currently 36 authorized AERB positions for warrant officer masters degrees.

3. Recommendation: That each proponent systematically review AERB authorizations to consider the 5-10 year future technology requirements and expand or reduce the role of warrant officers in those areas as appropriate.

SECTION 10: Maximum Use Of Alternative Training Sources

1. The TWOS examined warrant officer training in an effort to determine if there was a better way to train than by using only the institutionalized courses (WOEC, WOAC, WOSC).

2. The Army's Training With Industry (TWI) program should be expanded in WOTS.

a. TWI is routinely used for some warrant officer

specialties, such as Food Service, Club Management, ADP, and Band Master.

b. TWI is used less frequently by Aviation, Missile, Radar, and Satellite Communications warrant officers for training on new systems or major Modification Work Orders (MWO) for old systems.

c. Requirements may be identified by the MOS proponent agency, MACOM, Career Programs Division, (MILPERCEN), the unit to which the warrant officer is assigned, or by the individual warrant officer.

d. TWI for warrant officers is normally under "short course" provisions (See AR 621-1) and does not carry a service obligation.

3. Because institutionalized courses cannot always meet the varied needs of all students, additional, supplemental, or substitute training sources must be identified by the proponents for each warrant officer MOS. Primary areas for consideration are as follows:

a. Functional Courses - Functional courses, usually one to two weeks in length, with Army, other DoD services, and/or other US Governmental Agencies should be considered. Some examples are:

(1) Criminal Investigation Division (CID) training with the FBI or other law enforcement agencies on doctrine in the use of polygraph, ballistics, drug control, fingerprinting and investigative techniques.

(2) Military Intelligence (MI) training with the CIA and/or the Defense Intelligence Agency (DIA) on the latest intelligence gathering, analysis, and utilization techniques and methodology.

(3) Aviation safety training with the Federal Aviation Administration (FAA) on crash analysis techniques and investigative methodology.

(4) Supply management training with National Inventory Control Points (NICP).

(5) Publications training with AG Publications Centers at Baltimore (administrative publications) and St. Louis (technical publications).

(6) Maintenance data management training at National Maintenance Points (NMP).

(7) Maintenance or supply functional training at Army Materiel Command.

b. Training with industry (TWI) at manufacturing facility – All manufacturers of equipment, by neccessity, must establish training programs to train their own people. These training courses are, or can be, made available for selected Army personnel to attend. Some examples are as follows:

(1) Training on troubleshooting and diagnosis, repair, overhaul and/or rebuild of tank, automotive, engineer, and power generating equipment, by component (i.e., engines, transmissions, and electrical).

(2) Training on new systems being introduced.

(3) Training on modifications to existing systems.

4. Establishment of requirements:

a. Proponent agencies must determine specifically what each warrant officer, by MOS and by rank group, is required to know (performance standards) about each item of equipment and/or system for which the warrant officer is responsible to use, maintain, manage, or administer, at each utilization level.

b. Proponent agencies must determine the training necessary, at each progressive level of warrant officer utilization, and establish training objectives for warrant officers to meet.

c. Proponent agencies must determine training sources available and compare to that which is needed by each MOS and training level.

d. Proponent agencies must write training requirements for each separate training course and identify, if possible, the source of such training.

e. Proponent agencies must catalog functional and TWI courses by MOS and training level.

f. Proponent agencies must provide, through TRADOC, to Career Programs Division, OPMD, MILPERCEN, recommended training courses for each progressive level of warrant officer utilization (See AR 600-3). (Note: All utilization requiring specific training as a prerequisite to assignment must be identified).

5. Functional and/or TWI courses may be used separately or to supplement career courses.

SECTION 11: Maximum Utilization of Existing Courses for Warrant Officer Training

1. Unlike other personnel categories, warrant officers are assigned repetitively within one MOS, therefore, they are challenged to build on their technical skills and expertise. In many cases, separate training courses are required to properly prepare

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warrant officers to meet specific requirements.

2. As the Army becomes increasingly dependent on technology, requirements for technical training will also increase. If the Army Training System cannot provide adequate training in a re- source restrictive environment, then DoD and industry training sources should be used to satisfy requirements for technical training.

3. MWOT will prepare warrant officers selected for MWO to serve in positions requiring master level skills. It also provides the Army with a systems-qualified warrant officer who has the capability to function in his/her defined role as technical man- ager and branch systems integrator. Training should update war- rant officers on common military subjects and reinforce technical skills.

4. The TWOS proposed that TRADOC use segments of existing cour- ses for the resident phase of MWOT. Following are some exam- ples of how this could be done at the Ordnance and Quartermaster Schools:

a. Resident MWOT for Ordnance warrant officers may include the following blocks of instruction from the Ordnance Commis- sioned Officer Advanced Course: the 40 hour block on Supply and Services, the 60 hour block on Wholesale Logistics, and a 60 hour block involving major exercises on Supply and Maintenance Manage- ment and the Acquisition Process. Following this portion, the warrant officer could attend one or more selected Army Logistics Management Courses (ALMC) at Fort Lee, Virginia. Course selec- tion would depend upon the warrant officer's next assignment and may be selected from the courses listed below:

Manpower and Force Management
Manpower Management Course
Logistics Management Development Course
Major Item Management Course
Depot Operations Management Course
Logistics Assistant Program Course
Depot Maintenance Management Course
Commodity Command Standard Systems Course
Army Maintenance Management Course
Research and Development Management Course
Test and Evaluation Management Course
Materiel Aquisition Management Course
Reliability Central Maintenance Course

b. Resident MWOT for the Quartermaster WO may consist of one or more of the ALMC courses listed below:

Cost Analysis for Decision Making
Contracting Officer Representative Course
Army Automation Life Cycle Management Course
Contract Management

Research, Development, Test and Evaluation (RDTE)
Management Course

Note: ALMC courses range from two to nine weeks in duration and several include correspondence subcourses.

5. Based on the analysis of MWOT development and the philosophy of utilizing existing courses, the feasibility of application at all warrant officer training levels should be seriously considered. New courses should not be created until it has been conclusively demonstrated that the imaginative use of existing training sources will not satisfy requirements.

CHAPTER VII: PROPONENT/DA RESPONSIBILITY

SECTION 1: Recommendations and Decisions

1. It is important to point out that proponents have been expanding their role in warrant officer management since the inception of the proponency doctrine. They have made excellent progress, especially in the development of the Warrant Officer Training System (WOTS), and have done so with meager personnel resources. As TWOS comes on line and the proponent role expands, there must be a review of the resources available to the proponents and appropriate adjustments made.

2. The TWOS recommends the following actions be taken:

    a. Expand the proponent role in warrant officer management to include all MOS and branch related areas and prescribe those responsibilities in AR 600-3, AR 611-112, and DA Pam 600-11.

    b. That warrant officers currently assigned to the offices of the Deputy Chiefs of Staff for Personnel (DCSPER), Operations (DCSOPS) and Logistics (DCSLOG) staffs, as directed military overstrength (DMO), continue to be assigned and TDA positions be established for these warrant officers and for one warrant officer each in the National Guard Bureau (NGB) and Office of the Chief, Army Reserve (OCAR).

    c. That the annual warrant officer procurement circular be eliminated and its provisions incorporated in AR 611-112.

    d. That AR 611-112 proponency be transferred to the DCSPER or that consideration be given to making Soldier Support Center – National Capitol Region (SSC-NCR) a Field Operating Agency (FOA) of the DCSPER rather than an element of Training and Doctrine Command (TRADOC).

    e. That DA Pam 600-11 proponency be transferred from US Army Military Personnel Center (MILPERCEN) to TRADOC with consideration given to incorporating its provisions partially in AR 611-112 and DA Pam 600-3, thus eliminating DA PAM 600-11.

    f. That policy development and approval authority vested in the Warrant Officer Division (WOD), MILPERCEN, be transferred to the appropriate staff agencies and the WOD role in the new system be established as an operator of the system and manager of individual warrant officers versus policy development and implementation.

SECTION 2: Background

1. In the absence of a requirements based, institutionalized management system for warrant officers, the authority and responsibility for policy development, approval and implementation have

become unclear and misplaced. TWOS found that, in general:

a. Proponent involvement in warrant officer professional development is less than prescribed in The Army Specialty Proponent System, AR 600-3.

b. MILPERCEN, (a FOA of ODCSPER), the US Army Reserve Personnel Center (ARPERCEN), and the Officer Personnel Office, NGB, have overly centralized management and, in some cases, are simultaneously developing, approving, and implementing policy.

c. The ARSTAF and, in particular, the ODCSPER and ODCSOPS, have delegated too much authority and involvement in warrant officer policy development to a FOA, MILPERCEN.

d. Overly centralized authority in the Warrant Officer Division, MILPERCEN, evolving as the result of unclear delineation of responsibility in the absence of an institutionalized personnel management system, has resulted in: a lack of identification by warrant officers with their branches; misunderstanding of warrant officer career management and professional development policies; constantly changing policies and procedures; unacceptable personnel strength deviations; reduced proponent involvement in the professional development of their branch's warrant officers; and due to time spent outside the execution/implementation area of responsibility, reduced personal service by MILPERCEN to the warrant officer in the field.

2. To resolve this issue, TWOS concluded that responsibility and authority for each facet of the new management system must be clearly delineated in Army regulation. For the major players, the roles and responsibilities should be as follows:

a. The proponent role (as outlined in AR 600-3, The Army Specialty Proponent System) in warrant officer management and professional development should be expanded.

b. MILPERCEN should implement policy and execute plans on an individual warrant officer level only. MILPERCEN should be removed from the policy development process entirely, except during coordination phase when it should advise the ARSTAF and proponents regarding execution feasibility of plans and policies.

c. The ARSTAF should develop and establish all policies that apply to the entire warrant officer force and approve MOS specific policy developed by the proponents. In addition, the TWOS recommends that the ODCSPER, not SSC-NCR, be the proponent for AR 611-112 (Manual of Warrant Officer Military Occupational Specialties).

SECTION 3: Proponent Roles and Responsibilities

1. The functions to be performed by proponents as prescribed in paragraph 5g, AR 600-3, are valid as far as they go. The TWOS

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identified the need to expand the proponents' role in warrant
officer professional development and management. The proponents
are the Chiefs of the Army's Branches. They provide the prepon-
derance of expertise in branch related matters and should have
the lead in warrant officer professional development since war-
rant officers are single specialty officers whose skill, know-
ledge, and role are highly, if not exclusively, related to branch
functions. A closer involvement of the proponents charged with
warrant officer development will provide a synergistic effect
that will ultimately increase combat effectiveness. As a reault,
the TWOS sees new or increasing roles for the proponents in the
following areas:

a. Development of the doctrine for utilization of warrant
officers which is branch or MOS specific. This includes, but is
not limited to: coding of TOE and TDA positions by rank group;
advising MILPERCEN on the assignment of warrant officers to cri-
tical branch positions and positions that are MOS immaterial;
expanding the role of Senior and Master Warrant Officers in com-
bat training and force development organizations; increasing uti-
lization of warrant officers in Research, Development, Test, &
Evaluation positions, and recommendations to the DCSPER regard-
ing warrant officer utilization policies outlined in AR 611-112
(Manual of Warrant Officer Occupational Specialties).

b. Recruiting. Proponents must develop the MOS specific
criteria for appointment as a warrant officer and submit them to
the DCSPER for approval. In addition, proponents should screen
noncommissioned officers in the various branch schools for poten-
tial warrant officer appointment and maintain a constant media
campaign to attain and sustain a proactive posture for recruiting
in the branch's MOS. They should also recommend accession goals
for their MOS to the DCSPER - this is currently prescribed in AR
600-3, but is not being accomplished in most cases.

c. Initial "Branch qualification" of warrant officers. The
Warrant Officer Entry Course (WOEC) currently requires that the
proponent certify technical proficiency prior to appointment (see
Chapter VI of this report for details). TWOS envisions going be-
yond technical certification to expansion into the functions of
the branch and how the branch relates to other Army functions,
to include the effect warrant officer actions will have in the
branch or on other Army organizations.

d. Individual career professional development plans for each
MOS for which they are proponent. The TWOS has developed an Army
career plan for all warrant officers (see Chapter V of this re-
port for details). Proponents must develop career "road-maps"
for each of their MOS and publish these MOS specific plans in
AR 611-112. The proponents will also be responsible for updating
plans to ensure that changing Army requirements are documented.
Plans must be workable in the reserve components or modified to
accomodate RC-unique needs. In sum, these plans must provide
what the individual warrant officer must "Be, Know, and Do" with-

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in the MOS.

e. The planning, directing and/or conducting of all MOS related training to include training with civilian institutions when required. The proponents should expand their involvement in warrant officer training and education by examining existing courses of instruction throughout the Department of Defense to ensure that all available training is used in developing MOS proficiency for warrant officers. An innovative assessment should be made of all existing courses to determine suitability for WO training and education, such as current commissioned, enlisted, civilian or non-DoD courses. Proponents must also be full time participants in the restructure of the WOTS being conducted by TRADOC.

f. Development and sustainment of a systematic method for verifying warrant officer technical and tactical proficiency. A detailed view of the Warrant Officer Technical and Tactical Certification Standards (WOTTCS) is provided in Chapter VI of this report. Currently, other than initial technical certification upon appointment, the proponents have no role or responsibility in ensuring that warrant officers having proponent MOS are proficient and can satisfactorily perform the duties required. Therefore, no method exists to ensure that field commanders are receiving properly qualified warrant officers. As the "Branch Chief", the proponents should be responsible for ensuring the field Army has qualified warrant officers.

g. Specifying the Military Education Level (MEL) and Civilian Education Level (CEL) requirements for each MOS. Requirements for military and civilian training vary by MOS because of the technical nature of most warrant officer MOS. The new warrant officer definition and career plan include progressive levels of training and utilization for warrant officers. Different MOS requirements and utilization levels within MOS demand that the proponents carefully review the training for each of their MOS at each level and establish goals that ensure Army requirements are met. As new systems are developed and introduced, the proponents must review training requirements and adjust them. Currently this is not being done effectively by either the proponents or the FOA. There is no requirement to complete any level of military training above the entry level and the civilian education goal remains a MOS-related associate degree, except for Army Education Requirements Board (AERB) validated positions.

h. MOS specific policies and procedures. The proponents must be responsible for all portions of AR 611-112 (Manual of WO MOS) and DA PAM 600-11 (Warrant Officer Professional Development), to include accession criteria in the annual warrant officer procurement circular. The TWOS envisions that the annual circular will be eliminated when the new management system provides a steady state in warrant officer accessions and year group management. AR 611-112 should be expanded to include most information currently contained in DA PAM 600-11. Information not

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appropriate for inclusion in AR 611-112 should be placed in DA PAM 600-3 (The Officer Personnel Managment System). This would place virtually all information regarding the new warrant officer management system in a single source, AR 611-112, and put the remainder in the OPMS pamphlet, thus, solidifying the concept that the warrant officer is a distinct category of officer, but not separate from the Officer Corps.

i. Increased involvement in the selection of warrant officer applicants. The proponents are the branch and MOS experts. As such, they are best qualified to evaluate and select applicants for their MOS. AR 611-112 should be modified to require the CG, MILPERCEN, to include proponent membership on all boards that consider personnel for appointment into the branch's MOS. This will ensure that the criteria developed by the proponents are applied consistently and as intended. There is no current policy, approved by the DCSPER, that provides for systematic proponent participation in the warrant officer application process.

j. Proponency for DA PAM 600-11, Warrant Officer Professional Development. MILPERCEN is currently the proponent for this publication. MILPERCEN is not responsibile for the Reserve Components or the Special Branches (see paragraph 5b, AR 600-3). DA PAM 600-11 applies to the total Army. The FOA are responsibile for the execution of professional development policies (see paragraph 5b(6) AR 600-3). It is a dangerous management practice to have one agency developing policy and then executing the same policy, or to develop policy for which they are not responsible by regulation. That is the situation in this case. TRADOC, in conjunction with the proponent agencies, should be the proponent for DA Pam 600-11 with the DCSPER as the final approval authority for any items that deal with policy affecting the entire warrant officer force.

SECTION 4: MILPERCEN, ARPERCEN and NGB Roles

1. This Section will discuss roles in terms of MILPERCEN and the active force for simplicity and clarity: Parallel issues exist in the reserve component personnel agencies and realignment of responsibilities should include reserve components and Special Branches.

2. MILPERCEN, as prescribed by paragraph 5b, AR 600-3, operates the personnel system, executes professional development policies, and assigns individuals to meet Army requirements. MILPERCEN Reg 10-5 (Organization and Functions), pages 4-46 through 4-49, prescribes the functions of the Warrant Officer Division (WOD). As outlined earlier, WOD has assumed policy making functions in the absence of direction from either the ARSTAF or the proponents. The function of individual warrant officer assignment and professional development in accordance with approved plans is valid and should continue as prescribed, however, policy development and approval authority should be redirected as follows:

a. MILPERCEN Reg 10-5 requires WOD to develop plans "on matters pertaining to warrant officer classification, utilization, promotion, retention, training, and separation, with special emphasis on future planning to develop a warrant officer program appropriate for the Army of the 80s and 90s" (see Para 2, page 4-46, MILPERCEN Reg 10-5). This development must be a proponent responsibility, with Army Staff agencies as the approving authority.

b. WOD develops strength management to control accessions, RA selections, and transitions between career fields (para. 3, page 4-46, MILPERCEN Reg 10-5). Development of strength management plans, especially accession plans, is the responsibility of Distribution Division, OPMD, MILPERCEN, with approval authority at the Accessions Division, DMPM, DCSPER. Upon implementation of the Total Warrant Officer System (TWOS), this disparity should be corrected by adding this responsibility to AR 10-5, (Organization and Functions, Department Of the Army), paragraph 2-25. This will parallel the operation of OPMS and EPMS.

c. WOD is the proponent for DA Pam 600-11 and the Senior Course Selection Board. As outlined above, DA Pam 600-11 should be the responsibility of TRADOC. The Senior Course board should be the responsibility of the DCSPER as are other centralized school selection boards.

d. WOD is to conduct periodic in-depth reviews of each warrant officer MOS (Para 8, page 4-46, MILPERCEN Reg 10-5). This is the responsibility of the proponents through the Functional Area Analysis (FAA) and Functional Area Review (FAR) processes.

e. Although not specified by regulation, WOD also conducts the warrant officer recruiting program. This function should be removed from the organization because it can be performed more effectively elsewhere. (See Chapter VIII of this report for details).

SECTION 5: ARSTAF (DCSPER/DCSOPS) Role

1. To a large degree, the ARSTAF has abrogated its responsibility for warrant officer management to MILPERCEN. In the absence of guidance and supervision, MILPERCEN has assumed many roles that belong to other agencies. This is not an indictment of either the ARSTAF or of MILPERCEN. In the absence of an institutionalized system, the ARSTAF really had nothing to use as guidance and MILPERCEN, as an operating agency, filled the void in an ad hoc way to keep the program functioning. Under these circumstances, the program has been administered in the most effective manner possible. As the TWOS is implemented, the ARSTAF must assume its rightful place as the policy maker in the following areas:

a. Develop MOS and branch immaterial assignment and utilization policy based on recommendations from the proponents,

TRADOC and MILPERCEN.

    b.   Approve a system of coding of warrant officer positions by rank groups on manning documents using a Skill and Rank Authorization (SRA) methodology.

    c.   Approve the WOTS plan developed by TRADOC to meet the newly coded requirements.

    d.   Develop warrant officer budgeted end strength in the aggregate and by MOS, thereby approving strength and accession goals by MOS.

    e.   Assume proponency for AR 611-112 (Manual of Warrant Officer MOS). Soldier Support Center - National Capitol Region (SSC-NCR), a FOA of TRADOC, is the current proponent for AR 611-112. This arrangement places TRADOC, and therefore the proponents, in the position of being able to approve Army-wide policy (a function of the ARSTAF).

    f.   Approve MOS specific policy developed by the proponents.

    g.   Approve structure changes required to implement coding of positions by rank and role/utilization doctrine developed by the proponents.

    h.   Ultimately, exercise general staff supervision of the Total Warrant Officer System (TWOS) by including this responsibility in paragraph 2-25a(7), AR 10-5, Organizations and Functions, Department of the Army.

SECTION 6: Final Action

The TWOS implementation team will request the Warrant Officer Training and Standardization Branch, DCS-T, TRADOC, to lead a review of appropriate regulations and policies within the context of the new management system, align them with Army doctrine, and submit a responsibility realignment plan to HQDA for approval.

CHAPTER VIII: WARRANT OFFICER RECRUITING

SECTION 1: Recommendations and Decisions

1. In order to establish an institutionalized warrant officer recruiting program, the TWOS recommended the following actions be taken:

a. That the Deputy Chief of Staff for Personnel (DCSPER) be tasked with overall responsibility for warrant officer recruiting.

b. That the DCSPER develop and implement a WO recruiting plan.

c. That the DCSPER designate the US Army Recruiting Command as the executive agent to execute the recruiting mission, primarily through the use of the in-place enlisted recruiting structure.

d. That USAREC be tasked to provide advertising for warrant officer recruiting programs both within and external to the Army.

e. That the Officer Accession Branch, Accession Division, Director of Military Personnel (DMPM), ODCSPER, provide the annual warrant officer accession plan to MILPERCEN by Military Occupational Specialty (MOS).

f. That Warrant Officer Division (WOD), Officer Personnel Management Directorate (OPMD), US Army Military Personnel Center (USAMILPERCEN) be relieved of any warrant officer recruiting mission.

SECTION 2: Background

1. The mission of recruiting warrant officers has not been tasked to any agency as Army policy and, as a result, no proactive program has been developed or implemented. Due to the lack of a lead agency, WOD, USAMILPERCEN, assumed the mission of proactive warrant officer recruiting for fiscal year (FY) 83-84 only. Unlike the commissioned officer force, which is supported by military academies, Reserve Officer Training Corps (ROTC), and Officer Candidate School (OCS); and the enlisted force, supported by USAREC and the Worldwide Reenlistment Network, warrant officers do not have either a proactive system or any agency tasked with the responsibility for recruiting. Traditionally, policy for annual procurement of warrant officers has been dependent upon a voluntary system developed in WOD, MILPERCEN, and has been announced annually in DA Circular 601-85-X (Officer Personnel, Warrant Officer Procurement). Since 1979, applications for warrant officer appointment have steadily declined. The active Army warrant officer accession goal for FY 83 was 1250. MILPERCEN

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received 1320 applications, of which 687 were selected for appointment. Selection rates for warrant officer accessions have been between 40 and 50 percent of applications submitted, therefore, a minimum of 3000 applications would be required, in the proper MOS, to select 1500 warrant officers for appointment. To reduce shortfalls, WOD initiated recruiting programs such as Project 10,000; the MILPERCEN Recruiting Team placed advertisements in branch and professional magazines; and MILPERCEN, with DCSPER guidance, effected temporary policy changes in appointments (E7 and above direct appointment to W2). These past attempts have not yet and will not sufficiently meet Army needs.

2. In FY 83, field commanders began expressing concern, through readiness reports and direct communication with MILPERCEN, about the effect warrant officer shortages were having on fielding and maintaining the numerous high-tech systems which were being introduced into the Army. The Commander, MILPERCEN, aware of the declining applications and the concerns of the field commanders, took positive action to correct the problem.

3. Past Actions:

a. To enhance MILPERCEN ability to recruit warrant officers, Army policy was changed to permit soldiers in grades E-7 through E-9 to be directly appointed to CW2, effective 1 Oct 83. This initiative provided monetary incentive and lessened the elapsed time in service for a soldier to be considered for promotion to CW3. However, this policy was not sufficient to fill the warrant officer recruiting goal in FY 84, was cancelled 1 Oct 85, and only served to highlight the problem of insufficient numbers of personnel applying for WO appointment.

b. In August 1983, at the direction of the DCSPER, WOD formed a special DA Warrant Officer Recruiting Team. The team consisted of a warrant officer from each proponent having warrant officer shortages and members of the WOD. The team was to recruit worldwide to meet large accession goals. Although the recruiting team was successful (see Figure VIII-1), it was not a systematic solution to the problem. Recruiting teams caused considerable disruption of field unit activities and the recruiting cost for fielding a team was an unfinanced requirement and was not practical to be repeated each year to fill requirements.

c. Project 10,000 is a WOD recruiting initiative that utilizes the Enlisted Personnel Management Division (EPMD) Enlisted Master File (EMF), which contains data on all enlisted soldiers. Project 10,000 is used to proactively solicit warrant officer applications from qualified NCO with warrant officer potential. As a result, letters are forwarded to each soldier's commander requesting a favorable command indorsement on the soldier's application for warrant officer.

WARRANT OFFICER RECRUITING

THERE IS NO WO RECRUITING SYSTEM OR MISSION ASSIGNED

YEAR	GOAL	APPOINTMENTS
1980	1195	897
1981	990	859
1982	1139	817
1983	1427	1080
1984	1923	1869
1985	1407	1380
1986	1331	?

LAISSEZ-FAIRE (NORMAL METHOD)

PRO-ACTIVE RECRUITING

GOAL ——————— APPOINTMENTS ....
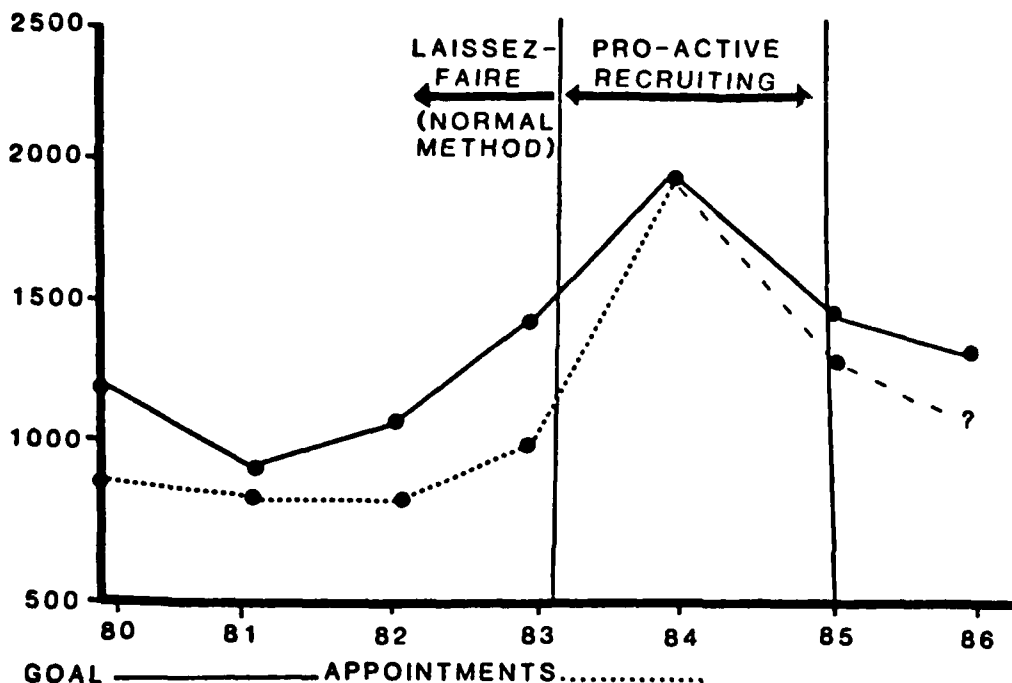
Figure VIII-1: Warrant Officer Recruiting Chart

SECTION 3: Other Systems

1. THE OTHER SERVICES: Warrant officer recruiting in the Marine Corps, Navy and Coast Guard, like the Army, uses a service circular announcing vacancies in order to solicit applications for WO appointment. Unlike the Army however, the other services receive far more qualified applications than there are positions available. Also, it must be pointed out that the other services have much smaller WO requirements than does the Army, while the percentage of enlisted populations are similar.

2. There are other recruiting similarities among the other services. They also access warrant officers from the in-service enlisted force and their standards for selection are also very competitive.

3.   There are also dissimilarities in the other services' warrant officer program.   The Army warrant officer cannot progress to Limited Duty Officers (LDO) (see Chapter XV).   The Army demands more than technical competence from its warrant officers. They are trainers, leaders and managers.   Also, Army warrant officers are accessed from enlisted status at earlier career points.

SECTION 4:   Sources

1.   The in-service soldier, senior E5/junior E6, is currently the primary target for recruiting.   The EMF lists 603,000 total enlisted soldiers, many of whom are ineligible to apply for appointment to warrant officer because they do not have a required feeder MOS.   Generally, E1 through E4 are ineligible and these grades constitute 45 percent of the total enlisted force.   Many of the remaining soldiers are not eligible to apply for reasons such as inadequate skill requirements, insufficient education, low General Technical (GT) scores or poor commander's evaluations.   The majority of the remaining 185,000 soldiers could apply and have an excellent opportunity for appointment if properly motivated to make application.   However, there is now no institutionalized program in place to accomplish this motivation.

2.   The separating soldier is also a source for warrant officers in both the Active and Reserve Components.   The US Army Reserve (USAR) and Army National Guard (ARNG) are currently short 800 technical service warrant officers.   Soldiers separate from the Active Component for various reasons and many request information on the warrant officer program at separation, but are unable to obtain adequate information in a centralized or systemic manner. Here, the Active and Reserve Components have a potentially large source of warrant officer applicants and could capitalize on the experience of the separating soldier if a program were to be developed.   It should be noted that both the USAR and ARNG prefer to access their warrant officers from within their own ranks and are not exploiting all possible warrant officer applicant sources.

SECTION 5:   Other Sources

1.   There are many potential warrant officer sources that have not been exploited in the past that are worthy of exploration. The Army uses a real time Automated Data Processing (ADP) system to identify and reserve training spaces and assignment vacancies for potential reenlistees.   This ADP program is known as RETAIN. The system provides the Reenlistment NCO with a rapid means of providing current and accurate information to the soldier contemplating reenlistment.   The RETAIN system could be used to provide an automated nomination source for warrant officer applicants.   The electronic mail capability could further transmit the basic elements of a soldier's file to a DA warrant officer candidate selection board which could prescreen the soldier for

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warrant officer candidate selection. The selection criteria could be established which would specifically identify and nominate the best qualified candidates by MOS. The RETAIN system is an element of KEYSTONE, a MILPERCEN computer system, and is managed by the KEYSTONE Branch, MILPERCEN. The cost of the program upgrade is estimated to be $500,000 and could be accomplished in less than 18 months.

2. Civilian 2 year college and Vocational Technical (VOTECH) programs have not been investigated, in detail, as a potential source for enlisted or warrant officer procurement. USAREC, in the past, targeted recruiting to high school juniors, seniors, and post high school graduates. US Census Bureau projects a decline in the number of 18-24 year olds over the next 10 years. Considering this, VOTECH sources must be analyzed, marketed and targeted, if the Army is to meet accession goals during this population decline. The 7,000+ VOTECH schools boast a 90 percent job placement rate and many disciplines taught at VOTECH are technically oriented skills that can be utilized by the Army. Warrant officers are considered technical experts who are seasoned soldiers; consequently, recruiting a VOTECH graduate to perform warrant officer duties may appear to be unacceptable. Although VOTECH graduates may be technically proficient, they may not possess the experience of a seasoned soldier. This concern is valid, yet there is a rationale for civilian recruiting in the future. Future warrant officers will have the opportunity to serve on active duty for 30 years of warrant officer service (WOS). Many proponents envision a new utilization for warrant officer in the future. Criminal Investigation Division (CID) proposes identifying VOTECH graduates with computer skills who could be accessed as a CID warrant officers to investigate computer crimes or fraud. The civilian recruit can acquire computer skills outside the Army and acquire investigative skills within the Army. Military skills can be developed after entry on active duty.

3. The Soldiers Opportunity College on Active Duty (SOCAD) is also a potential source for warrant officer recruiting. There are 12,000 soldiers enrolled in Army associated colleges and universities. The SOCAD program consists of student soldiers attending college during non-duty hours in 22 technical MOS supported disciplines, of which 17 are warrant officer feeder MOS. The SOCAD counselors can identify these students during counseling sessions and AR 621-15, Appendix G, Army Continuing Education System (ACES), has already incorporated certain warrant officer procurement information. The college graduate enlistee population is increasing each fiscal year primarily due to the economy and lack of proper disciplines for civilian employment. These new soldiers are not identified or tracked as potential warrant officer accession sources. USAREC should identify these soldiers and consider them as possible candidates for warrant officer application.

4. The Army Civilian Acquired Skills Program (ACASP), is an

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enlisted recruiting program administered by USAREC to attract civilian enlistees and provide advanced rank for previously acquired skills. This program supports many technical career management fields and could be tied to warrant officer recruiting. USAREC has not yet been able to fully exploit ACASP for enlisted recruiting, nor has it been used for specialized skills which could assist warrant officer procurement. The administrative burden that accompanies the advanced rank for skills program has been a disincentive for recruiters already burdened with large amounts of administrative processing.

5. Recruiting accession and reenlistment options have been traditionally focused on the procurement of enlisted soldiers and commissioned officers. The future warrant officer recruiting program should consist of expanded options that would benefit both the Army and the soldier/recruit.

6. The civilian recruited warrant officer candidate would require extensive on-the-job experience to become familiar with Army requirements. Specifically developed criteria for individualized guidance to prepare the civilian recruit for the Warrant Officer Entry Course (WOEC) can be developed. A manner to accomplish individualized training is a Mentor Apprentice Program (MAP). For the MAP to be successful, the selection criteria must be specific, i.e., target populations identified, enlistment contracts developed, training developed to bridge the gap from civilian to warrant officer, and training sites identified to receive students. The training would be the keystone of the MAP in order to ensure that the student becomes prepared to attend the WO Entry Course (WOEC). A proposed training plan is at Figure VIII-2.

RECRUITING OPTIONS	ENLIST BASIC AIT	GRADE	REENLISTMENT	CHECK 1	CHECK 2	MENTOR MAP	SOCAD	REENLISTMENT		CHECK 3	VOTECH 2YR COLLEGE	
1. VOLUNTARY APPLICATION E5/E6/E7				(1)	(2)					(3)		
2. VOLUNTARY APPLICATION E3/E4/E5 (MENTOR)				(1)	(2)	(3)				(4)	1-2 YR MAP	
3. VOLUNTARY APPLICATION E4/E5 (SOCAD)				(2)	(3)		(1)			(4)		
4. VOTECH COLLEGE	(1)	E-1			(2) E5 CANDIDATE (3)					(4)	1-2 YR MAP	
5. VOTECH HIGH SCHOOL	(1)	E-1			(2) E5 CANDIDATE (3)					(4)	2YR MAP	
6. REENLISTMENT			(2)	(1)	(3)					(5)	(4)	

Figure VIII-2:   WO Recruiting Options

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7. Current warrant officer candidate selection boards are held once each quarter, and Branch proponents are asked to provide a representative for each board. Enlisted applicants use stream-lined applications to submit for warrant officer candidate train-ing. An Army system, RETAIN, with the previously discussed up-grade, can decrease the time involved in the application process for the soldier and the Army. The system can be used in an ac-tive (or a passive) manner. The active RETAIN system could use the electronic mail system, whereby, the reenlistment NCO could submit basic information contained in the system to Accession Branch, MILPERCEN, to hold for the selection board's use. The passive system could nominate applicants based on information contained in the system and report them to the Accession Branch for screening.

8. Other Army assets could be used for advertising the warrant officer program, especially outside the United States. The Armed Forces Network has many public service announcements on opportu-nities in the Army. The Army has its own news service and many branches have affiliated magazines and publications. The use of these media could be maximized.

9. Reenlistment options should be made available for soldiers in warrant officer feeder MOS. Many times eligible soldiers fail to apply for warrant officer because the process is cumbersome. Every soldier knows and understands the reenlistment process. Selection for warrant officer can be added as a reenlistment op-tion which also has pre-qualification criteria, just as any other reenlistment option. Unlike other reenlistment options, there should not be a prescribed reenlistment time. An "open season" policy should be developed to obtain an application from a quali-fied soldier at any time, as opposed to only when the soldier is due for reenlistment.

SECTION 6: Resources

1. USAREC, the Army's enlisted force sustainer, has 7,000 pre-positioned experienced recruiters who are supported by adver-tising, marketing, sales promotions, facilities, structure and organization, and computer systems. USAREC's primary focus is recruiting for the enlisted force, but it has in the past been assigned several secondary officer recruiting programs such as Warrant Officer Flight Training (WOFT); recruitment of Special Branch commissioned officers; and the recruiting of nurses for the Surgeon General. These programs could be expanded to in-clude technical warrant officer recruiting. An expanded program mission would require documented guidelines, provided by MOS pro-ponent agencies to USAREC, which should include: mental catego-ries; MOS and academic training requirement; and minimum academic qualifications from the two year college or VOTECH schools pro-gram. Lack of a proactive recruiting system with advertising and marketing has been one reason for insufficient warrant offi-cer applications in the past.

2. Enlisted Personnel Managment Division (EPMD) MILPERCEN, has a vital interest in warrant officer accessions:

    a. TWOS initially considered proposing that EPMD be assigned the mission for warrant officer recruiting; however, EPMD operates the personnel management system and is neither prepared nor staffed to assume recruiting as a mission.

    b. Each year, 600 to 800 enlisted soldiers are accessed as warrant officer candidates which creates unprogrammed losses and difficult to fill vacancies in the enlisted force.

    c. EPMD could develop CMF shortage/overage lists, so that warrant officer accessions could assist, not compound, imbalances. Since the primary target population for warrant officer procurement is the enlisted soldier in grades E5/E6, the Career Counselor, Reenlistment NCO, and the commander should be the mainstays in proactive warrant officer recruiting. Reenlistment NCOs are best suited to market and advise soldiers on the warrant officer candidate program. The warrant officer recruiting mission would not be an additional duty for the Reenlistment NCO, but rather an extension of the counseling mission already tasked. The Retention/Reenlistment NCO will require training prior to assuming the mission of warrant officer candidate recruiting. The Retention NCO proponent, the Adjutant General Center and School, Fort Benjamin Harrison, Indiana, should be tasked to provide the requisite training.

3. TRADOC should be tasked to provide information on the warrant officer candidate program in enlisted course programs of instruction (POI), especially in BNCOC and ANCOC.

4. The Retention/Reenlistment NCO should be tasked through the MACOM by the Army DCSPER to achieve an annual goal for warrant officer applications.

5. The in-service recruiter (ISR) is the US Army Reserve recruiter assigned to each MACOM in the Army with the sole mission of recruiting for the Reserve Components. The area ISR has the opportunity to address every separating soldier, and if the soldier expresses an interest in joining the USAR or ARNG, the ISR will schedule an interview. Interviews consist primarily of stating eligibility requirements, explaining the benefits of becoming members of the Reserve Component and giving the soldier a by-unit list of MOS vacancies. These interviews provide opportunity to address the warrant officer candidate program in the Reserves or Active Army and capitalize on the Army's investment in the soldier separating from active duty. The ISR should also be trained to function as a warrant officer candidate recruiter.

6. Another warrant officer recruiting resource is the MOS Proponent Agency which is responsible for the development and design of warrant officer training and professional development courses. MOS Proponent Agencies also develop enlisted career plans and are

aware of troop concentration areas where potential warrant officer candidates are assigned. Some proponents are already actively recruiting their own warrant officer candidates and have requested the lead role in warrant officer recruiting provided they received the necessary resourcing. Various proponents possess different levels of concern and command support for warrant officer recruiting, which could result in disparity in recruiting success. MOS proponent agencies are vital players in any warrant officer recruiting program, yet they are unable to establish Army priorities and policies for a recruiting mission.

7. Several proposals for recruiting warrant officers candidates evolved over the course of the TWOS, one proposal was to have a Warrant Officer Recruiter/Coordinator at Accession Division, DMPM, to act as an action officer who would have overall responsibility for warrant officer accessions, to include warrant officer recruiting policy. As an action officer, the warrant officer recruiter/coordinator would be able to influence USAREC, retention programs and in-service recruiting directives. The warrant officer recruiter/coordinator would also be assisted by another warrant officer assigned to EPMD who would be responsible for coordinating with all recruiting support agencies and direct recruiting of future warrant officer candidates.

SECTION 7: Recruiting Plan

1. The complete Warrant Officer Recruiting Plan must involve accession planning, implementation, the accession process and the Warrant Officer Entry Course (WOEC). The recruiting plan should provide a steady flow of qualified applicants which would promote a stable training base, facilitate planning, budgeting and programming to provide the Army with warrant officers to fill each MOS position.

2. Warrant officer procurement management should be a function of the Officer Accession Branch, Accession Division, DMPM. The accession plan should include the total number of warrant officers required by MOS, approved policy and established goals.

3. Officer Accession Branch, ODCSPER should provide the accession plan to Accession Branch, MILPERCEN, which would conduct the warrant officer candidate selection board.

    a. USAREC responsibilities include the development of recruiting options, marketing, recruiting, advertising and enlistment contracts, and monitoring voluntary application goals.

    b. Officer Accession Branch, MILPERCEN, responsibilities would include processing applications and conducting the warrant officer selection board. This Branch would provide the list of selectees to WOD which places the selected soldier on assignment orders with temporary duty (TDY) for attending the WOEC enroute.

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4. Upon successful completion of WOEC, the Branch Proponent appoints the candidate to warrant officer. At this point, WOD assumes responsibility for the warrant officer's professional development (PD), using the PD plan which had been developed by the MOS proponent agency.

5. TWOS findings on warrant officer recruiting are summarized below:

a. USAREC is in the best position and is the most logical command to be the lead (executive) agency for warrant officer candidate recruiting. USAREC is currently responsible for ISR policy and, through Memoranda of Understanding, is involved in Reserve Component recruiting functions.

b. The Reenlistment/Retention NCOs are ideally located and knowledgeable concerning enlisted soldiers. With their in-depth understanding of force sustainment, the addition of the warrant officer recruiting mission could be accomplished with minimum increased resourcing.

c. Officer Accession Branch, Accession Division, MILPERCEN, should periodically coordinate with EPMD to ensure that warrant officer accessions do not compound strength imbalances in the enlisted force.

d. The In-Service-Recruiter is the Reserve Component representative at the separation point and should receive training and information on the warrant officer candidate program. Separating soldiers should have the opportunity to apply for the warrant officer candidate program and either remain on active duty as a warrant officer or apply for warrant officer appointment in the Reserve Component.

e. The MOS proponent agency responsibilities include developing the civilian and in-service warrant officer candidate selection criteria to support the recruiting mission. Proponent agencies should monitor certification during Check 3 training; select mentors for the Mentor - Apprentice Program (MAP), develop the program of instruction (POI) for the MAP, and determine lengths of MAP training. Warrant officer accession composition objectives from either in-service or from civilian status should be established by Officer Accession Branch, Accession Division, DMPM.

SECTION 8: Final Action

Indicated below are milestones that should be achieved for implementation of the warrant officer recruiting program:

1. Army internal warrant officer institutionalized recruiting: Begin during 3rd quarter, FY86.

2. Army external warrant officer recruiting: Begin in FY88.

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CHAPTER IX: WARRANT OFFICER MANAGEMENT WITHIN MILPERCEN

SECTION 1:   Recommendation

Following the development and implementation of the major tenets of a formalized warrant officer personnel management system, the function of warrant officer management within MILPERCEN should be transferred from Warrant Officer Division to the OPMS career management branches.   After transfer, however, all warrant officer assignments must continue to be made by warrant officers. Additionally, a new office staffed by warrant officers should be created within OPMD, MILPERCEN.   The office would be responsible for standardizing the implementation of warrant officer management policies which transcend all branches.

SECTION 2 :   Background And Discussion

BACKGROUND:

Prior to 1965, all warrant officers were managed by their military occupational specialty (MOS) career branches except for aviation warrant officers, who were managed by the Transportation Branch.   Driven by increased aviator requirements during the Vietnam conflict, a decision was made in 1965 to manage aviation warrant officers separately.   Based on the recommendations contained in a 1972 study pertaining to the reorganization of the Office of Personnel Operations, the forerunner of MILPERCEN, the Warrant Officer Division was organized to manage all warrant officers who were not members of the Special Branches.   This formation was concurrent with the change in commissioned officer management philosophy from that of management by branch (e.g., Infantry, Engineer, Ordnance) to that of management by grade (e.g., COL, LTC, MAJ, and company grades).   In 1980, MILPERCEN again reorganized to facilitate the implementation of the revised Officer Personnel Management System (OPMS).   This reorganization changed the management focus from that of grade to branch/functional area and created the Combat Arms, Combat Support Arms and Combat Service Support Arms Divisions within Officer Personnel Management Directorate, MILPERCEN.   These divisions have the dual mission of making worldwide assignments against valid requirements for commissioned officers in grades 01 through 05 and of executing the proponency-designed professional development plan.   (Colonels (06) are separately managed by the Colonels Division since under current professional development philosophy, a commissioned officer is considered fully professionally developed once he/she attains the grade of 06).   Since warrant officers were not covered by OPMS, this 1980 reorganization did not effect the Warrant Officer Division and resulted in management of commissioned officers by branch or functional area, while warrant officers continued to be centrally managed.

DISCUSSION:

1. The issue of what agency should have the mission of assigning, managing and professionally developing warrant officers was briefed world-wide to senior Army leaders, including 55 general officers, all of whom favored management of warrant officers by the individual career branches within MILPERCEN. Both the commissioned officer and warrant officer TWOS surveys contained a similar question on this subjects. Only 26 percent of the commissioned officer respondents and 45 percent of the warrant officer respondents answered specifically that the WO Division, MILPERCEN, should have that mission:

QUESTION: Warrant Officers should be assigned, managed, and professionally developed by:

RESPONSE:	COMM OFF	WO
A. WO Division, MILPERCEN	26%	45%
B. Proponent service school	6%	4%
C. Affiliated MILPERCEN branch, rather than WO Division	49%	24%
D. Any of the above, as long as it is done by a WO of the same career field	11%	28%
E. I don't know	8%	---

2. Following are the advantages and disadvantages revealed during TWOS analysis of the issue of how warrant officers should be managed:

   a. Advantages of career branch management:

       (1) More fully integrates warrant officers into the branches where utilization occurs and where their collective expertise increases combat effectiveness.

       (2) More fully recognizes the proponents' role as the branch professional developer.

       (3) Reinforces the vested interest of the officer corps and the branch proponent in warrant officer management and utilization.

       (4) Provides a centralized and recognizable coordination point for all branch officers.

       (5) Reorganization may be accomplished without an increase in personnel and spaces and may result in space savings within MILPERCEN.

   b. Disadvantages of career branch management:

       (1) Might be perceived by warrant officers as a loss of identity as a distinct category of Army personnel.

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(2) Would eliminate a functioning organization (Warrant Officer Division).

(3) Would require a reallocation of personnel and office facilities within MILPERCEN.

SECTION 3: Final Action

During the 24 June 1985 decision brief to the Chief of Staff, Army (CSA), the issue of how warrant officers should be managed within MILPERCEN was briefed. The CSA directed that the DCSPER bring this issue back to him for a decision at a later date.

CHAPTER X: WARRANT OFFICER OBJECTIVE FORCE

SECTION 1:   Background

From the beginning of the study it was decided that an analytical model was required to measure the impacts which will result from recommended modifications to the existing warrant officer management program.   Since there was no existing prescriptive warrant officer objective force model, the TWOS, in concert with MILPERCEN, developed an interim objective force model.   This model is the Warrant Officer Force Implementation Plan (WOFIP) modified to accomodate TWOS initiatives.   Using this model, personnel managers can better predict the outcome of implementating force management initiatives.   For example, the model can be used to determine the promotion policy with respect to retention or accessions and the effect of retention policies in the WO thirty year career plan.   One major problem with this model is that it is a descriptive rather than a prescriptive model, and it does not optimize force requirements.   For future objective force requirements, the FORECAST system is the Army's answer; however, at present it models only the enlisted force.

SECTION 2:   Definition

The warrant officer objective force model is a projected inventory model by MOS, grade, and years of warrant officer service constrained by end strength authorizations that best satisfies an Army requirement to sustain the force.

SECTION 3:   Methodology

1.   The warrant officer objective force model developed by the TWOS, incorporated several assumptions in development of the model.   The assumptions are listed below:

 a.   Implementation of the warrant officer management system proposed by TWOS will begin in Fiscal Year 1987.

 b.   The promotion zone of consideration for promotion to CW5 will begin at completion of 20 years of warrant officer service.

 c.   Promotion opportunity for selection to CW5 was based upon a selection rate of 70 percent.

 d.   Historical continuation rates were increased by five percent beginning with the 10th year of warrant officer service. This adjustment was estimated to be the base improvement factor which will result from the implementation of TWOS management system proposals.

 e.   Finally, the impact of integration into the Regular Army at promotion to CW3 would result in an insignificant number of OTRA W3 remaining on active duty.   This included consideration

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of a "grandfather" clause for W1 and W2 already on active duty.

2. The objective force strength model begins with the actual force end strength as of the end of Fiscal Year 1984. The starting inventory is then projected to the end of the next fiscal year using historical continuation rates. New accessions for the year are then added to the projected inventory to produce the total projected inventory. The model can be run using either continuation rates or a specified end strength. The TWOS objective force model displays a projected inventory through Fiscal Year 1992. This ending fiscal year was chosen to allow sufficient time to test warrant officer distribution by grade to rank coded positions, including W5 requirements.

3. The TWOS warrant officer objective force model is included in Annex E, Volume II, of this report.

SECTION 4: Recommendation

TWOS recommended to the Vice Chief of Staff that work continue on the FORECAST Officer Level System. FORECAST is the key to a successful model of an objective force provided that certain concepts are incorporated, i.e., promotion window changes, changes to warrant officer promotion points, and allowance for an additional WO grade.

SECTION 5: Final Action

The TWOS Implementation Cell will continue coordination with the activity responsible for development of the officer FORECAST system to ensure that warrant officer force requirements are included.

CHAPTER XI: MILITARY OCCUPATIONAL SPECIALTY CODE RESTRUCTURE

SECTION 1: Background

1. The present Military Occupational Specialty Code (MOSC) structure is not descriptive of the modern hi-tech occupations that employ warrant officers. It also does not aid the commander or personnel manager in properly coding a position or requisitioning an officer to fill a position. The emerging warrant officer management system will require that information pertaining to skill level and system or equipment specialty training be accurately and sufficiently encoded.

2. Most warrant officers have a "branch" affiliation based on their military occupational specialty (MOS). Within the "Army Specialty Proponent System", described in Army Regulation 600-3, the respective TRADOC school commandant becomes the focal point for the professional development of all branch personnel. Therefore, it is essential that the warrant officer MOSC incorporate branch or proponent identity.

3. In the context of a diverse, complex, and rapidly changing future environment it will be essential that the MOSC structure readily identify warrant officer requirements and qualifications. The major disadvantages of the current MOSC structure are that it:

    a. Contains redundant information.

    b. Does not make full use of all data positions. For example, aviation MOSC use four characters to identify an equipment specialty.

    c. Does not fully identify training requirements.

4. In the recent past, the proponents for Ordnance, Engineer and Aviation initiated action to modify their respective Warrant Officer MOS. The Ordnance initiative was completed, approved and implemented prior to the activation of the Total Warrant Officer Study (TWOS) Group. The other initiatives were placed on hold pending the TWOS analysis of the MOSC restructure.

SECTION 2: Discussion of Previous WO MOSC Initiatives

1. Ordnance:

    a. The warrant officer in the 630A (Vehicle Maintenance Technician) specialty was engaged in both organizational and support level maintenance, encompassing a wide variety of automotive equipment. This included wheeled and tracked passenger, cargo and special equipment vehicles, tanks and self-propelled artillery. The range and depth of maintenance functions associated with such equipment diversity was compounded by the fact

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that the units involved are frequently detached from the support maintenance activity.

b. To fulfill the requirements stated above, the 630A specialty was subdivided into four system-oriented maintenance MOS and a technical staff integrator as follows:

(1) 630A- Wheel Vehicle Maintenance Technician

(2) 630B- Light Systems Maintenance Technician

(3) 630C- Field Artillery Maintenance Technician

(4) 630D- Armor/Cavalry Maintenance Technician

(5) 630E- Support/Staff Maintenance Technician

c. It is essential that all warrant officers in the 630E specialty be highly qualified in every aspect of organizational maintenance for wheel vehicles, track vehicles, and general support equipment. This MOS structure supports the professional development plan for MOS 630 which specifies progressive training and utilization opportunities. This approach builds on experience to prepare the officer for assignments involving increased equipment complexity and managerial responsibilities.

2. Engineer: The Engineer Center recommended three proposals to accommodate force modernization and promote force competency. The proposals to change the Engineer warrant officer MOSC structure included:

a. Consolidation of all Engineer warrant officer MOS into one Occupational Area. This proposal uses the first data position, a "3", to identify Engineer Support Operations. The Engineer MOS in the present "800" series were included in the grouping of Engineer Support Operations, e.g., an 811A Photomapping Technician would become a 331, an 821A Survey Technician would become a 332.

b. Grading all positions based on required skill attained through school certification. The grading scheme would be captured in the MOS by identifying requirements as follows: an entry level training graduate as a "C", an advanced course graduate as a "B", and a Warrant Officer Senior Course (or MWOT) graduate as an "A". The required skill level would be identified in the fourth data position of the MOSC.

c. Segregate MOS positions with overlaping technical responsibilities into other MOSC. There is an overlap of technical responsibilities between the Engineer Equipment Repair Technician (621A) and Utilities Operations and Maintenance Technician (310A). A new MOS, 322A, Special Purpose Engineer Equipment Repair Technician, was recommended to alleviate equipment system overload of the 621A.

3. Aviation: The Aviation Center proposed a system to allow easier identification of skills and qualifications within the first five digits of an MOS. The Aviation proposal is outlined below:

a. The first two positions identified the type of aircraft grouping or military occupation, e.g., 12 - Rotary Wing Cargo, 13 Fixed Wing Utility, 14 - Fixed Wing Surveillance.

b. The third position indicated the specific aircraft within the military occupational area.

c. A major change was in the use of the fourth and fifth positions for Special Qualification Identifiers where, at present, only the fifth position is used. The primary special qualification identifier would be listed in the fourth position and would apply only to the aircraft qualification specified in the first three positions. The fifth position would identify any other SQI that the individual had been awarded.

4. Summary:

a. The Ordnance and Engineer proposals were well within the present MOSC specifications identified in the Manual of Warrant Officer Military Occupational Specialties, AR 611-112. The Aviation proposal would require a complete restructure of the warrant officer MOSC. This restructure, which changed contents of current MOS information fields could not be implemented without a change in all warrant officer MOS or would place two different MOS systems in effect. This would cause a duplication of software programs, one for aviation MOS and one for all other warrant officer MOS.

b. Because of the non-standardization of all three proposals, TWOS, in coordination with proponents and the ARSTAF, has developed an all encompassing, standardized, and modular MOSC structure. (See Section 4, this chapter).

SECTION 3: Other Study Group Recommendations

1. The Department of the Army Officer Personnel Management System (OPMS) Study Group recommended a 10 position MOSC for commissioned officers. An outline of this recommendation is:

(digits) __ __ X __ __ X __ __ __ __

Branch   Functional Area   ASI/SQI

X = Area of Concentration

2. The Training and Doctrine Command (TRADOC) Enlisted Personnel Management System (EPMS) Study Group has recommended a 12 position MOSC. This recommendation does not use two data positions in its code as shown by "N" in the outline below. This

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was done to align the skill identification for all categories of soldiers (commissioned officers, warrant officers, and enlisted personnel). An outline of the EPMS recommendation follows:

___ ___ X X   N   N   ___ ___ ___ ___ ___ ___

Branch   .... Skills........

    X = Area of Specialization
    N = Not Used

EPMS also recommended that the terms "additional skill identifer" and "special qualification identifier" be combined and replaced with the term "skills".

SECTION 4: TWOS Recommendation

1. The TWOS MOSC restructure supports the Army recognized requirement for warrant officers as a necessary and distinct category of a soldier by:

    a. Establishing occupational standards for selection, appointment, training, and career development.

    b. Providing a base to facilitate distribution and assignment.

    c. Providing a framework to meet the demands imposed by technology requiring new occupations commensurate with the concepts of warrant officer utilization.

2. TWOS determined that in order to efficiently manage the warrant officer force the MOS should contain, as a minimum:

    a. Proponent identification.

    b. Equipment or system identification.

    c. Special Qualification Identifier.

    d. Training level.

    e. Additional qualification identifier.

    f. Two (2) Additional Skill Identifiers (ASI) or one ASI and one Language Identification Code (LIC).

3. The TWOS warrant officer MOSC structure left justifies the most amount of information with the least number of characters The TWOS warrant officer MOSC proposal is:

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Position	Data Type	Designation
1	A	Proponent
2	C	Equipment/System
3	C	SQI
4	A	Training Level
5	C	AQI

A = Alphabetical   N = Numerical   C = Either A or N

Note: Positions 6 through 9 remain unchanged from the current MOSC (2 ASI or 1 ASI and 1 LIC).

a.   Aviation MOS example:

A 1 C B B

            A = Aviation Proponent
            1 = UH-1 Pilot
            C = Instructor Pilot
            B = Trained at the Advanced Level
            B = Flight Safety Technician

b.   Signal Corps MOS example:

S C 8 A 0

            S = Signal Corps
            C = Tactical Equipment/System Repair
            8 = Instructor
            A = Trained at the Master Level
            0 = Not used

4.   The advantages of the TWOS proposal for the MOSC structure are:

a.   It clearly identify requirements and qualifications with a minimum number of data positions.

b.   It is modular, whereby only one or two characters have to be changed to accommodate new requirements.

c.   It provides a clear identification of training requirements.

d.   It identifies the most frequently required data in only 5 positions.

SECTION 5: Analysis Of ASI And SQI

With the blending of the uses of ASI and SQI, TWOS concurs with the EPMS recommendation that these could be combined and called "Skills". TWOS also analyzed the current method to identify common skills, e.g., parachutist, instructor, etc..

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The analysis revealed that the current structure uses different codes to identify the same skill, e.g., a parachutist is identified as a "5P" for a commissioned officer or, a "7" for a warrant officer, or a "P" for an enlisted soldier. Additional examples, with recommended changes, are depicted in figure XI-1.

SECTION 6: Status

The Chief of Staff, Army, was informed that the Deputy Chief of Staff for Personnel (DCSPER) has initiated action to implement the MOSC restructure proposals of three study groups: the Officer Personnel Management System Study Group for commissioned officers, the Total Warrant Officer Study Group for warrant officers, and the Enlisted Personnel Management System Study Group for enlisted personnel.

GENERAL SKILLS

TWOS RECOM- MEND	CURRENT CO	WO	EM	TITLE
1				
2				
3		Z		Research, Development, Test and Evaluation
4			4	Non-career Recruiter
5				
6	7Q	6	2	Instructor Methods Developer
7	5P	7	P	Parachutist
8	5K	8	H	Instructor
	9R			Education, Medical
	7E			Chaplain Education and Training
	7N			Instructor at Chaplain Service School
9		V		Intermediate Maintenance Repair
A			A	Technical Intelligence
B			B	Unit Race Relations Discussion Leader
C	3R		C	CBR
D	5W		D	Civil Affairs (Operations for EM & Officer for CO)
E			E	Northern Warfare Expert
F			F	Flying Status
G	5R		G	Ranger
H				Advanced Product Improvement Program
I			I	Installer
J			J	Scuba
K	7Z	L	K	Logistics (Log NCO if EM, COMSEC Log if WO, Logistician if CO)
L			L	Linguist Not needed if LIC is used.
M			M	First Sergeant
N	3H		N	Joint Planner
O	5Z		3	Organization Effectiveness
P	6F		A2	Aviation Safety for EM, Safety Engineer for CO)
	1S			Aviation Safety Officer
		6B		General Safety Technician National Guard
		B		Flight Safety Technician
Q	5T		Q	Equal Opportunity Advisor
R		Z	R	Research, Development, Test, and Evaluation (RDTE)
S	5G		S	Special Forces
T		T	Y1	Transition
			Y2	
U				
V	5S		V	Ranger/Parachutist
W				
X			X	Drill Sergeant (EM)/TAC Officer (WO)
Y			Y	Pathfinder
Z			Z	Alcohol/Drug Abuse Prevention and Control Program

Figure XI-1: General Skills

CHAPTER XII: COMPENSATION

SECTION 1: Background

1. TWOS approached the compensation issue in a two pronged manner. First, to define existing monetary and non-montary compensation programs for warrant officers. Second, to determine if there was a need to change existing compensation programs to meet force requirements. The basic premise, as defined by DOD, which drove the compensation analysis was that the purpose of pay is to attract and retain the right number of people in the right specialties.

2. The following sections lay out the current compensation program for warrant officers and also indicate TWOS recommendations and actions that have been or will be taken. To determine if changes to compensation were needed, an examination of the current and future warrant officer structure was required. Future force requirements should be developed through a Warrant Officer Objective Force Plan and a review of warrant officer loss rates by component and specialty. Because the warrant officer inventory has been at budgeted end strength for the last few years, with no projected shortage in the near future, increased compensation was not recommended to compensate for the problems in the current force management program. Refer to Chapter V of this report, for a detailed analysis of the problems and recommended solutions.

3. TWOS recommended that a pay scale be established for grade W5 (if approved) in line with the other warrant officer pay rates. A tentative pay table has been developed by TWOS, but this must be further refined and approved by the Army Staff and Department of Defense (DoD). In addition, TWOS recommended that the issue of compensation be revisited in the next five years to determine if enhanced managerial techniques alone will attract and retain the number of qualified warrant officers required in each military specialty.

SECTION 2: Monetary Compensation

1. The differences between warrant officer and enlisted pay grades were examined to determine if there were sufficient financial incentives for an enlisted member to apply for warrant officer appointment. Compensation comparisons can be found in Annex E. Figure XII-1 summarizes the basic pay comparison of the warrant and enlisted grades at comparable years of service (YOS).

GRADE	MORE/LESS		GRADE	YOS
W1	X		E5	ALL
W1	X		E6	ALL
W1	X		E7	0 - 22
		X	E7	26
W2	X		E7	ALL
W2	X		E8	0 - 22
		X	E8	26
W2		X	E9	ALL
W3	X		E7	ALL
W3	X		E8	ALL
W3	X		E9	0 - 22
		X	E9	26
W4	X		E7	ALL
W4	X		E8	ALL
W4	X		E9	ALL

Figure XII-1: Compensation Relationships

2. Initial accession level basic pay for W1 exceeds E5 through E7 at all YOS until the E7 reaches the twenty-sixth year. At the present time, there are no W1 or W2 in the inventory paid at the 26 year mark; therefore, a comparison is not viable. Valid pay comparisons can be made between W1 and E6, the most common en-listed accession grade to warrant officer, and with the new tar-geted accession grade of E5 (Figure XII-2).

FY 85 PAY COMPARISONS

ACCESSION

E5 vs W1 (6 YEARS AFS)

FACTORS	E5	W1	NET VAR	% VAR
BASE PAY	1044.00	1377.60	333.60	32
BAQ (W/DEP)	300.30	330.90	30.60	10.2
BAS	151.80	106.18	(45.62)	(30.1)
TOTAL	1496.10	1814.68	318.58	21.3

E6 vs W1 (8 YEARS AFS)

FACTORS	E6	W1	NET VAR	% VAR
BASE PAY	1192.80	1436.70	243.90	20.4
BAQ (W/DEP)	337.80	330.90	(6.90)	(2.0)
BAS	151.80	106.18	(45.62)	(30.1)
TOTAL	1682.40	1873.78	191.38	11.4

RETIREMENT

E7 vs W3

AFS	E7	W3	NET VAR	% VAR
20	1604.70	2157.00	552.30	34.4
22	1712.40	2235.30	522.90	30.5
26	1925.10	2313.90	388.80	20.2

E8 vs W4

AFS	E8	W4	NET VAR	% VAR
20	1818.30	2452.50	634.20	34.9
22	1925.10	2534.70	609.60	31.7
26	2139.90	2732.10	592.20	27.7

Figure XII-2: EM/WO Pay Comparisons

3. Comparisons at the W2 level indicate that basic pay for W2 exceeds that of E7 and E8, until the E8 reaches the 26th year. The pay for E9 is greater than that of the W2, but at year 22 and beyond, when the strength levels for E9 are at 89.1 percent, the W2 is at less than one percent.

4. The base pay for W3 is greater than the pay for E7 through E9 until the E9 reaches the 26th year. At that year the E9 represents 45.6 percent of all E9, whereas the W3 percentage is at 5.1 percent. Figure XII-2 shows that there is a significant pay variance between the W3 and E7. Since these are the most common retirement grades, there are definite monetary incentives throughout a warrant officer career and for an enlisted soldier to seek a warrant officer appointment.

5. This pay inducement becomes more apparent when comparing the pay of W4 to E7, E8 and E9. Throughout his career, the W4 earns more than the highest enlisted rank with an average basic pay variance of 15 percent.

6. Pay differentials between warrant officers and enlisted members are reduced substantially when the basic allowances for quarters (BAQ) and subsistence are considered. The basic pay difference between a W1 and an E6, the most common enlisted accession grade, at the eighth year, is 20.4 percent. With the allowances added, the difference is only 11.4 percent. If the adequacy of pay in attracting and retaining warrant officers becomes a future issue, the total monetary compensation issue should be reexamined.

7. Based on typical accession and retirement level rank comparisons there is a significant monetary incentive for an enlisted member to become a warrant officer. The smallest pay variance is between E7 and W1. With increasing emphasis on recruiting more junior enlisted soldiers, this ceases to be a major pay consideration.

SECTION 3: Field Grade Quarters

1. Army Regulation 210-50 Family Housing, currently states that CW4s may be assigned to field grade quarters. Frequent comments from warrant officers in the field have been that assignment of field grade quarters to senior warrant officers is an important compensatory benefit that should be mandated rather than left to the discretion of the community commander. Analysis of the TWOS Warrant Officer Survey validated this concern. Ninety-four percent of those surveyed stated that quarters should be authorized by regulation and 65 percent preferred this benefit even if the waiting time increased.

2. The number of warrant officers affected is relatively small. There are approximately 1,870 CW4 on active duty; however, only about 500 CW4 reside in government family quarters. These estimates were provided by the DoD Compensation Office and were used

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to determine budgetary costs for Fiscal Year 1985. As a consequence they are subject to fluctuation. But even when combined with promotable CW3, the number of senior warrant officers residing in government quarters should remain well below 1,000.

3. Senior warrant officer eligibility for field grade housing was reviewed with the proponent for AR 210-50, the Directorate of Human Resources Development, Office of the Deputy Chief of Staff for Personnel (ODCSPER). Based on that review, the Housing Policy Chief stated that the regulation will be revised in the next update cycle to ensure that CW4 and promotable CW3 are authorized field grade quarters. During the review period, the ARSTAF and major commands will be asked to comment on this proposed change to AR 210-50.

SECTION 4: Household Goods Allowances

1. At the present time, all warrant officers are entitled to an equal or higher household goods weight allowance than the most senior enlisted members. Legislation has been proposed that would significantly change that relationship. Figure XII-3 depicts the current entitlement and the DOD proposal.

GRADE	CURRENT	DOD PROPOSAL
O-10	13,500	18,000
O-9	13,500	18,000
O-8	13,500	16,000
O-7	13,500	15,000
O-6	13,500	14,500
O-5	13,000	14,000
O-4/W4	12,000	13,000
O-3/W3	11,000	12,000
O-2/W2	10,000	11,000
O-1/W1	9,500	10,000
E-9	9,500	13,000
E-8	9,000	12,000
E-7	8,500	11,000
E-6	8,000	9,000
E-5	7,000	8,000
E-4 ≥ 2 yrs	7,000	7,000
E-4 < 2 yrs		
E-3, E-2, E-1 CONUS Moves	225	5,000
Overseas Moves	1,500	5,000
Cadets and Midshipmen	225	1,500
Aviation Cadets	400	1,500

Figure XII-3: Household Goods Entitlements

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2. These changes were proposed in recognition of new lifestyle trends toward heavier furniture and electronic equipment and the larger family sizes of senior enlisted personnel. Although all household goods allowances were increased, the relationship between warrant officers and enlisted member entitlements changed, affording senior enlisted personnel more weight allowances than junior warrant officers. This presents a financial disincentive for certain enlisted grades, E7 and E8, to request appointment to warrant officer. However, a change package has been forwarded to the Per Diem Committee by the Directorate of Human Resources Development, ODCSPER to amend the Joint Travel Regulation. This change would institute a save allowance provision for enlisted soldiers who would suffer a degradation of household goods weight allowance if appointed as a warrant officer.

SECTION 5: Concurrent Travel

1. Concurrent travel is granted to the dependents of all officers and enlisted personnel in grades E5 and higher, unless otherwise specified in AR 55-46, Travel of Dependents and Accompanied Military and Civilian Personnel To, From, or Between Overseas Areas. For those overseas areas which are stipulated as restricted in AR 55-46, individuals may be granted concurrent travel of dependents if assigned to designated positions or organizations, or if at a certain grade level.

2. When travel authority is based solely on grade, only requests from the most senior personnel in each category--commissioned, warrant, enlisted and civilian are approved. Thus in several restricted areas, junior warrant officers are not given concurrent travel, while senior enlisted members are, but this restriction also applies to junior commissioned officers. The most common example of this is movement to West Germany where only the grades specified below are granted category 1 travel:

   a. General officers
   b. Colonels
   c. Equivalent grade civilian employees
   d. Promotable lieutenant colonels
   e. CW4s and promotable CW3s
   f. E9s and promotable E8s

3. TWOS did not recommend any changes to the existing program, since the concurrent travel entitlements appear to be equitably distributed among the senior military ranks.

SECTION 6: Dual Compensation

1. In accordance with Title 5, United States Code, retired Regular Component officers who are later employed by the Federal Government may receive the first $6,972.38 of their retired pay, plus one half of the remainder. For those retirees age 62 and over, the saved pay amount is $7,012.87. The base amount is recalculated with every cost of living increase. This reduction in

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retired pay does not apply to retired enlisted members or Reserve Component officers. In addition, retired pay is not reduced if based on a disability incurred in line of duty during armed conflict or a period of war.

2. Any officer or enlisted member of either the Regular or Reserve Components who is entitled to retired pay and employed by the Federal Government on or after 11 January 1979 is subject to a limitation of the combined retired and civilian pay. The combined pay can be no more than the rate at Level V of the Executive Schedule, currently this amount is $68,700.

3. Figure XII-4 reflects the number of Army retirees, by type of retirement, employed by the Federal Government as of April 1983, the latest figures available. Column E lists the total number of retirees in each category and column F provides the percentage of Federally employed retirees by category. (Data provided by Defense Management Data Center).

	A	B	C	D	E	F
CATEGORY	ACTIVE DUTY	RESERVE	DISABILITY	TOTAL	TOTAL ARMY RETIREES	% (D/E)
ENLISTED	34,972	446	6,480	41,898	319,800	13.1
RA CO	883	0	114	997	37,745	2.6
RA WO	159	0	8	167	3,038	5.5
OTRA CO	4,366	1,140	726	6,232	116,102	5.4
OTRA WO	3,111	163	169	3,443	27,003	12.7
TOTAL	43,491	1,749	7,497	52,737	503,688	10.5

LEGEND

RA CO   -- Regular Army commissioned officer

RA WO   -- Regular Army warrant officer

OTRA CO -- Other Than Regular Army commissioned officer

OTRA WO -- Other Than Regular Army warrant officer

Figure XII-4:   Federally Employed Retirees

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4. This issue gains significance when analyzing the possible impacts of integration into the Regular Army concurrent with promotion to CW3. However, as Figure XII-4 indicates, less than 13 percent of all OTRA warrant officer retirees work for the Federal Government after military retirement. Based on these statistics, TWOS concluded that the force management benefits which would accrue from requiring warrant officers to make an early RA integration decision overwhelmingly outweighed the adverse monetary effects on a few individuals.

SECTION 7: Reserve Component Compensation

1. The total compensation package for RC warrant officers was examined to determine if there were any significant financial disincentives. Due to the similarity of entitlements, Reserve Component (RC) compensation was tied directly to that of the active duty force; as such, the only compensation action recommended was the development of a pay scale for CW5.

2. RC members serving on active duty are entitled to the same pays and allowances as their active duty counterparts with the same grade and years of service or qualifications. Although RC members do not receive BAQ and BAS, they are paid the equivalent of four days pay for every drill weekend attended. They are also entitled to receive incentive pays when qualified. The majority of RC members, though, are on inactive duty status, with the following entitlements:

   a. Basic Pay. RC members are entitled to receive one-thirtieth of the active duty monthly basic pay prescribed for their grade and years of service for each authorized drill period. Weekend drills normally consist of four pay periods, two for each day attended. Since most units drill one weekend a month, RC members usually receive four-thirtieths of the equivalent active duty basic pay for their monthly compensation.

   b. Allowances. RC members do not receive basic allowance for subsistence (BAS) or basic allowance for quarters (BAQ) for weekend drills. Enlisted members, however, are furnished one meal per day during a weekend drill.

   c. Special Pays. RC members are not entitled to special pays for periods of inactive duty training. Special pays include the following: health professional pay, foreign duty pay, enlistment and reenlistment bonuses, hostile fire pay, etc.

   d. Incentive Pays.

      (1) Hazardous Duty. RC members entitled to incentive pay for hazardous duty are credited with one-thirtieth of the applicable monthly rate for each drill period performed. Members must meet the same requirements as their active duty counterparts to be eligible for a particular incentive pay. One exception is that of hazardous duty flying pay for crew or noncrew

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members, where the minimum flight requirement for active ity soldiers is four hours of flying time per month, but only ₀o hours per month for RC members.

(2) Aviation Career Incentive Pay (ACIP) or Incentive Pay for Flying. To receive this incentive pay, RC members must meet the same qualifications as active duty aviators (be entitled to basic pay, hold an aeronautical rating, and be qualified for aviation service). Unlike their active duty counterparts, RC aviators only receive conditional ACIP but must fulfill monthly performance requirements. Currently, these requirements consist of two flying hours per month and assignment to an operational flying position. Payment is calculated in the same manner as hazardous duty pay, one-thirtieth of the applicable monthly rate rate for each drill period attended. During periods of active duty for training (ADT), RC aviators are entitled to continuous ACIP, regardless of the duties performed during training, if they have passed the applicable aviation service gates, or if they have already accumulated sufficient flying hours. If these conditions have not been met, RC members can still qualify for ACIP during ADT by fulfilling the required flying hours in an operational flying status. Payment is in accordance with the active duty rates listed in the DoD Pay Manual.

3. Since RC pay is based on equivalent active duty rates and adjusted for the number of drill periods attended, the pay comparisons between RC enlisted members and warrant officers are calculated in the same manner as those for the active force. In fact, the pay variance between grades is greater because BAQ and BAS are not included in RC computations.

SECTION 8: Selective Reenlistment Bonus Program

1. At the present time it cannot be fully determined if certain warrant officer military specialties are short because of accession or retention problems or because of budgeted end strength constraints. If there are shortage specialities after implementing the Total Warrant Officer System, special pay programs like the Selective Reenlistment Bonus (SRB) Program should be examined for application to the warrant officer force.

2. The SRB Program is designed to improve manning levels in critical enlisted specialties by offering attractive bonuses for reenlistments or extensions. The following zones, by years of AFS, can be considered for bonuses:

> Zone A: 21 months to 6 years AFS
> Zone B: 6 to 10 years AFS
> Zone C: 10 to 14 years AFS

3. Zone A is considered the first career decision point for an enlisted member and, as such, receives the primary focus of the SRB Program. Zones B and C generally cover the second and third career reenlistment decision points and are closely related to

the retention patterns achieved in Zone A.

4.   Bonus payments are determined by multiplying the member's monthly basic pay by the number of years or fractions of years of extended service and by an ODCSPER designated criticality factor.

5.   No more than $30,000 can be paid per bonus and no more than ten percent of the bonuses awarded each fiscal year can exceed $20,000.   In addition, bonuses cannot be paid for obligated service exceeding 16 years, nor may they be paid more than once within each zone of eligibility.   SRB payments can be made in a lump sum or up to 50 percent as a first installment, with the remaining portion paid in equal annual amounts over the rest of the reenlistment contract period.   The Secretary of the Army determines the method of payment based on guidelines provided.

6.   Various criteria are used to determine which military specialties receive bonuses, these include specialties with:

     a.   Serious and chronic (three or more consecutive years) shortages.

     b.   High replacement costs.

     c.   Skills essential to the accomplishment of defense missions.

     d.   Duties and/or position locations relatively unattractive when compared to other specialties or civilian alternatives.

7.   The US Army Military Personnel Center (MILPERCEN) is currently developing a model for prioritizing military specialties, the MOS Priority Model (MPM), which will provide automated input to the SRB decision making process.   The MPM utilizes a series of decision criteria, e.g. combat arms, force modernization, etc., which are ranked by a panel of military experts, and then the individual lists are combined to form one priority listing of military specialties.

8.   A variation of the SRB Program could be utilized to attract and retain critical warrant officer specialties which are chronically short.   These mechanisms, however, should not be instituted until the new warrant officer professional development and management program has been implemented and evaluated.

SECTION 9:   Warrant Officer Loss Rates

1.   Total warrant officer loss rates have been uniform for at least the last five years (FY 80-84) as shown in Figure XII-5. Losses have consistently peaked at the fourth and fifth years of AFS and then have declined until the retirement years of 20 and beyond, with the sharpest increases at years 20, 26, and 30.
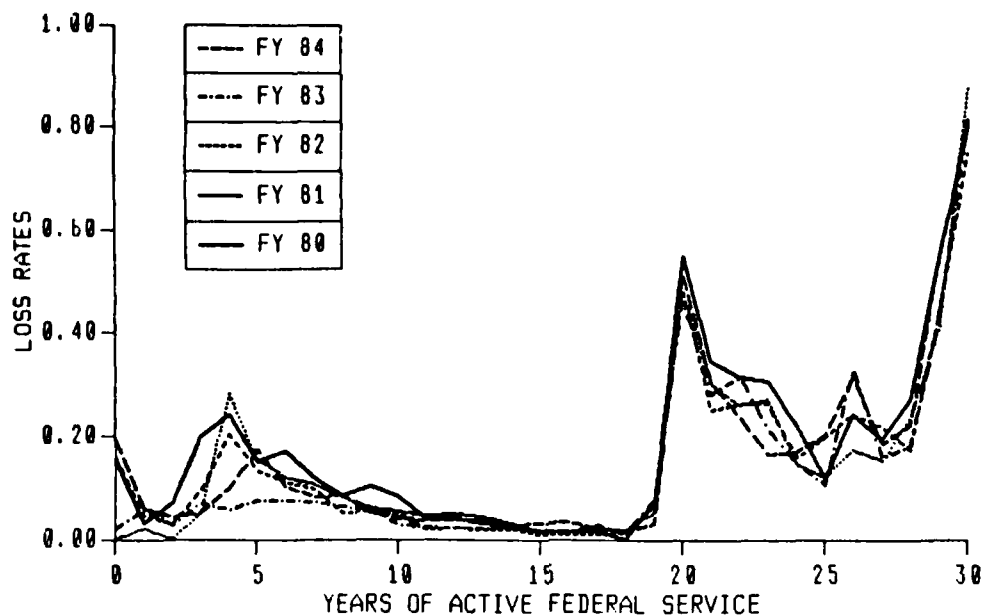
Figure XII-5:   WO Loss Rates

2.   This pattern is duplicated when warrant officers in both the
RA and Other Than Regular Army (OTRA) force.   Prior to 10 years
of AFS the loss rates of RA officers are highest.   Subsequently,
after 20 years AFS the loss rates for OTRA officers are higher
than RA officers.   These losses exist because there are few RA
officers with less than 10 years AFS.   Therefore any loss per-
centage will necessarily be large.   OTRA officers must leave the
Army at 20 years AFS unless they have incurred extended service
obligations and as a consequence, their loss rates are extremely
high upon reaching retirement eligibility (Figure XII-6).

Figure XII-6:   OTRA & RA Loss Rates

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3. Aviator and technical service warrant officers display similar retention patterns, with the highest loss rates at the career decision points of four and five years of AFS, and then during the retirement years (Figure XII-7). In fact their loss rates were almost identical until Fiscal Year 1984 when the technical service warrant officer loss rate at year 20 increased to 53 percent and the corresponding rate for aviators was 40 percent. The largest loss rate differences are not between the warrant officer MOS but are between RA and OTRA warrant officers.
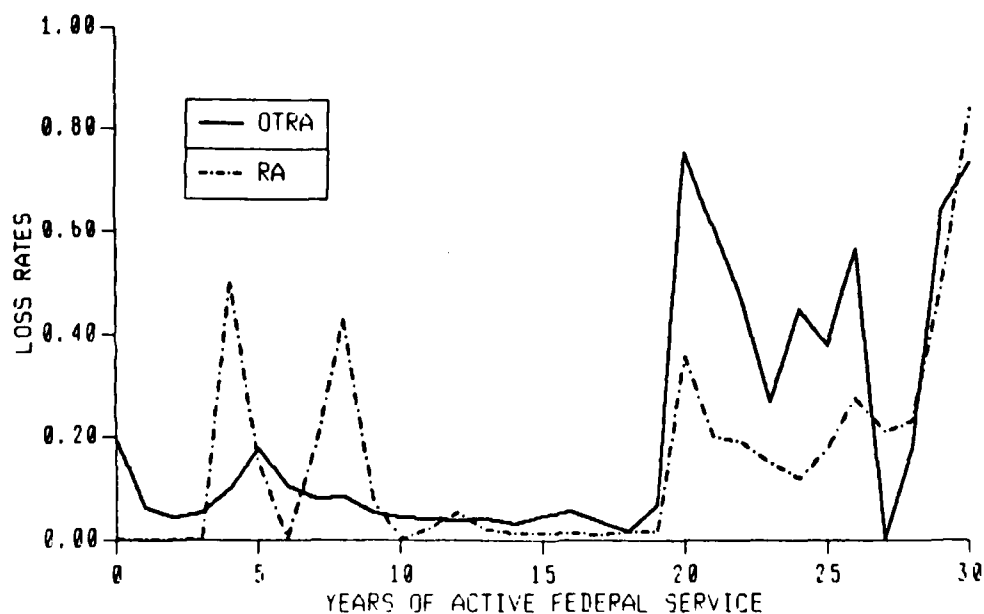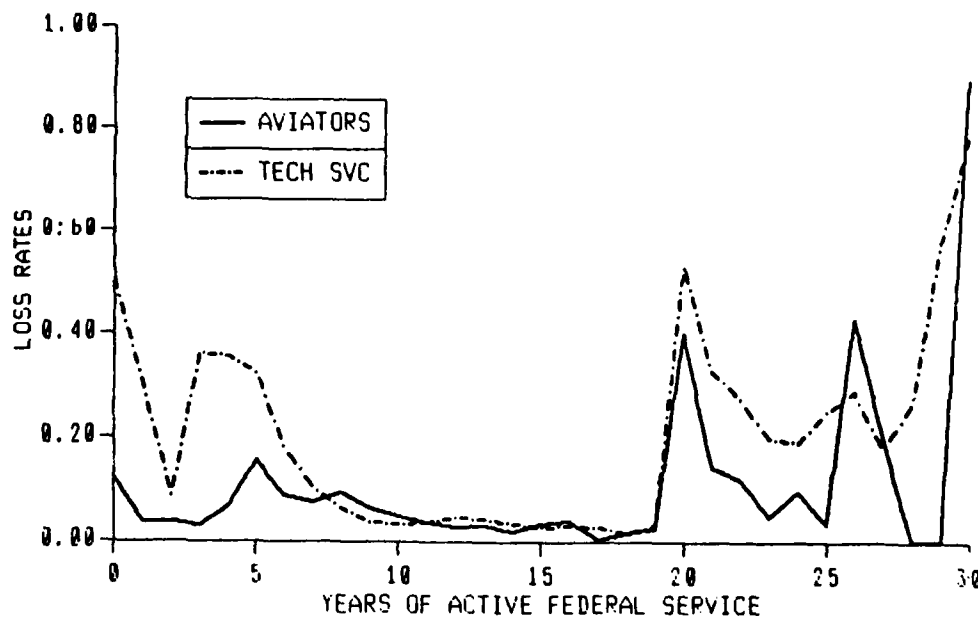

Figure XII-7: Aviation & Tech Loss Rates

4. With the TWOS recommendation of mandatory RA integration at promotion to CW3, the tremendous loss rate of approximately 75 percent of the retirement eligible OTRA warrant officers should be significantly reduced. Loss rates in the future should approximate those of RA warrant officers with 20 years of service. Loss rates are displayed in Annex E, VOL II, of this report.

SECTION 10: Extended Service Costs

1. Based on a retirement model developed by the Office of Economic and Manpower Analysis, West Point, New York, it is more costly (considering dollars only) to retain a warrant officer beyond 20 years AFS than to retire the officer at that point. This conclusion was also reached by the Fifth Quadrennial Review of Military Compensation in 1983. Both costing methodologies take into consideration many factors including varying amounts of active duty compensation, retired pay, retired pay accrual, and mortality rates.

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2.   The TWOS recommendation to afford the opportunity for a full
30 year career of warrant officer service was not based on cost
avoidance measures, but rather on the expectation of an increased
level of force effectiveness. This is anticipated due to the
quality of the warrant officers that will remain on active duty
for extended periods who will continue to contribute their tech-
nical expertise. Additionally, it is expected that extending
the service opportunities for warrant officers will reduce train-
ing requirements and enhance force stability.

SECTION 11:   Costing

1.   Costing of TWOS proposals was conducted in accordance with
the FORSCOM-TRADOC Resource Factor Handbook, inflation and real
growth factor published by DoD and Director of Army Budget (Comp-
troller of the Army), and guidance provided by various ARSTAF
agencies.

2.   The major elements of each TWOS recommendation were broken
out by type or function to facilitate accurate costing and then
phased into the budgetary process by fiscal year. Included in
Volume II, Annex D are the detailed costing forms and background
information for each TWOS proposal.

3.   The most significant costing implication was the introduction
of grade W5.   That costing methodology is discussed below:

a.   The first consideration was the determination of a new
pay scale to reflect the increased rank structure of a CW5.   This
was calculated by taking the base pay intergrade differential
between W3 and W4 at year 20 and applying that to the W4 rate to
create the corresponding W5 rate.   Year 20 was selected as the
hinge point because it will be the first year that a W4 may be
promoted to W5.   For W5 pay at years 22 and 26, the intragrade
differentials for the equivalent W4 years were used.   This was
done to keep the W5 pay scale in line with the other senior
military pay rates.   The intergrade differentials between W3
and W4 were also used to complete the first portion of the pay
table from the initial pay at under two years through year 18,
although it is highly unlikely that these rates will ever be
used.

b.   The second element in the W5 compensation package was
the development of BAQ rates.   These were also designed to be in
line with the other senior military allowances (Figure XII-8,
next page).

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	20	22	26
MONTHLY BASE PAY	$2,788.50	$2,883.30	$3,108.20
BAQ Without Dependents – FULL $424.45		PARTIAL $30.90	
BAQ With Dependents – FULL $491.57		PARTIAL N/A	

YOS	WO1	% DIFF	CW2	% DIFF	CW3	% DIFF	CW4	% DIFF	CW5
U/2	$1,061.10	20.0%	$1,273.50	14.2%	$1,453.80	10.0%	$1,599.60	10.0%	$1,760.02
2	$1,216.50	13.2%	$1,377.60	14.5%	$1,577.10	8.8%	$1,716.00	8.8%	$1,867.13
3	$1,216.50	13.2%	$1,377.60	14.5%	$1,577.10	8.8%	$1,716.00	8.8%	$1,867.13
4	$1,317.90	7.6%	$1,417.80	12.7%	$1,597.20	9.9%	$1,755.30	9.9%	$1,929.05
6	$1,377.60	8.5%	$1,495.20	8.1%	$1,616.10	13.6%	$1,835.10	13.6%	$2,083.78
8	$1,436.70	9.8%	$1,577.10	10.0%	$1,734.30	10.5%	$1,916.10	10.5%	$2,116.96
10	$1,495.20	9.5%	$1,636.80	12.1%	$1,835.10	8.8%	$1,996.50	8.8%	$2,172.10
12	$1,557.30	9.0%	$1,696.80	11.7%	$1,895.70	12.7%	$2,136.00	12.7%	$2,406.76
14	$1,616.10	8.6%	$1,755.30	11.4%	$1,955.70	14.3%	$2,235.30	14.3%	$2,554.87
16	$1,675.80	8.4%	$1,816.80	10.9%	$2,014.20	14.9%	$2,313.90	14.9%	$2,658.19
18	$1,734.30	8.2%	$1,876.50	10.6%	$2,076.30	14.4%	$2,375.70	14.4%	$2,718.27
20	$1,796.10	7.8%	$1,935.90	11.4%	$2,157.00	13.7%	$2,452.50	13.7%	$2,788.48
22	$1,796.10	12.1%	$2,014.20	11.0%	$2,235.30	13.4%	$2,534.70	13.8%	$2,883.29
26	$1,796.10	12.1%	$2,014.20	14.9%	$2,313.90	18.1%	$2,732.10	13.8%	$3,108.19

W/O DEPENDENTS

FULL RATE	$251.40	$297.00	$330.30	$391.20	$424.45
PARTIAL RATE	$13.80	$15.90	$20.70	$25.20	$30.90
WITH DEPENDENTS	$330.90	$379.50	$405.90	$453.90	$491.57

BASIC ALLOWANCE FOR SUBSISTENCE REMAINS THE SAME AT $106.18

Figure XII-8: W5 pay rate costing based on FY 85 scale.

c. Base pay, BAQ rates, and FORSCOM-TRADOC resource factors were used to develop the annual composite standard rate to cost the W5 proposal. The rate includes base pay, retired pay accrual, BAQ, miscellaneous expenses (subsistence, family separation allowances, etc), permanent change of station expenses, and incentive and special pays.

d. The total costs for W5 were calculated using this annual composite standard rate times the number of W5 and by the appropriate fiscal year inflation factor.

4. The other TWOS proposals were similarly costed using resource factors provided by FORSCOM, TRADOC, and various ARSTAF agencies. Detailed costing figures are provided in Annex D, VOLume II.

SECTION 12: Recommendation

1. Except for the new W5 pay scale, TWOS did not recommend increases of pay and allowances for warrant officers. Pay actions, were not considered to be the solution for identified warrant officer personnel management problems at this time. Additionally, pay increases were not considered as an option since warrant officer end strength has been maintained in recent years.

2. The study group has, however, recommended that the warrant officer managment system be restudied in five years. This will allow time for full implementation of TWOS approved recommendations and will provide an adequate base to measure their impact on warrant officer accessions and retention. Then, if a determination is made that these management initiatives have not achieved the desired effects, compensation issues and their impacts should be reevaluated.

3. A suggested methodology for the study of warrant officer compensation issues in the future is the method used by the Civil Service Commission to determine pay levels. Civil Service positions are ranked by difficulty and level of responsibility and then compared to equivalent positions in the civilian sector. A weighted salary average is then developed for each grade. This method should have application for warrant officer compensation analysis following implementation of the approved recommendation to code warrant officer positions.

SECTION 13: Final Action

1. The proposal to create grade W5 must be reviewed and approved by the ARSTAF (Chief of Staff, Army, approval already obtained), the other Services, DoD, and ultimately, Congress. The W5 pay scale issue will require additional review by compensation and comptroller organizations at each level. The proposal for grade W5 will be submitted as part of the legislative change package by the TWOS implementation team.

   b. The recommendation for a follow-on study of warrant officer management issues will be coordinated with ODCSPER, the ARSTAF element responsible for compensation, and the Comptroller of the Army. The request will then be forwarded to the Office of the Chief of Staff, Army, for approval and scheduling.

CHAPTER XIII: FUTURE ROLES

SECTION 1: Recommendations

1. TWOS analysis revealed a need for Army organizations involved in materiel research, development, and acquisition, (RDA) to review spaces on personnel authorization documents to ensure that they are properly documented with skill and experience requirements. The reviewers should consider utilization of a Senior (W3/4) or Master (W5) Warrant Officer, holding the appropriate specialty, to fill those skill and and experience voids. The Director of the Army Staff (DAS) should task the Army Staff (ARSTAF), Major Army Commands (MACOM), and independent research, development, test, and evaluation (RDTE) agencies to analyze position requirements and identify skill and experience deficiencies. This review should be directed toward:

a. Valid mission requirements identified for company grade officers that cannot be met based on commissioned officer development and utilization policies.

b. Downgraded skill and experience levels due to Force Alignment Plan II.

c. Division/branches/sections within RDTE organizations lacking sufficient interface with applied systems and field expertise.

SECTION 2: Background

1. During the study, a number of senior military and civilian officials provided TWOS with their observations on the potential benefits of utilizing experienced warrant officers within the (RDA) process (see Figure XIII-1). These observations identified concerns in three general areas:

a. The Army permits, in some cases, personnel with minimum military experience to influence systems development.

b. In some cases, in-depth system and field experience is lacking for personnel working full-time with Army RDTE science and engineering personnel.

c. The Army should capitalize on the practical experience available and the opportunity for providing stability and continuity within material acquisition by expanding the role of the warrant officer in RDA.

2. The goal of Army research, development, and acquisition is to deploy effective systems in adequate quantities, on time, and within budget. Current and future challenges of the acquisition environment that must be dealt with in order to meet this goal are:

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a. Increasing system complexities and costs.

b. Personnel turbulence within RDA organizations during the acquisition lifecycle.

c. The downgrading of skill/experience fill due to Force Alignment Plan II (FAP II).

d. Insufficient system front-end analysis which creates un-programmed costs.

e. Integrated Logistic Support (ILS) packaging problems which hamper new equipment fielding.

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COMMENTS ON RDTE, PROCUREMENT, FORCE/COMBAT DEVELOPMENTS BY:

- GEN LIVSEY          (CDR, EIGHTH ARMY)
- GEN RICHARDSON      (CDR, USATRADOC)
- LTG AYERS           (DCINC, USAREUR)
- LTG BERGQUIST       (CDR, USALOGCEN)
- LTG JENES           (DCDR, USAFORSCOM)
- LTG MOORE           (DCGRDA, USAMC)
- MG ANDERSON         (CDR, TECOM)
- MG BOATNER          (DCSPER, USAMC)
- MG DONAHUE          (DCSIM, DA)
- MG ELLIS            (CofS, EIGHTH ARMY)
- MG FIALA            (CofS, USAREUR)
- MG KENYON           (ADCSRDA, DA)
- MG PARKER           (CDR, USAAVNC)
- MG STALLINGS        (DCSPP, USAMC)
- MG STILLIONS        (CDR, QTRMSTR CEN)
- MG TUTTLE           (CDR, OTEA)
- MR. CRIBBINS        (AVN LOG OFF/DCSLOG SPECIAL ASST)
- BG CIANCIOLO        (DDIR WEAPONS SYS, ODCSRDA, DA)
- BG GOURLEY          (CDR, FIRST PERSCOM)
- BG KNUDSON          (DIR, FORCE REQ/ARMY AVN OFF, ODCSOPS, DA)
- BG ROZIER           (DIR, PLANS & OPNS, ODCSLOG)
- BG TURNER           (CofS, WESTCOM)
- COL CHADBORNE       (ILS & MOD, ODCSLOG)
- COL DROLET          (MSL & AIR DEF DIV, ODCSRDA)
- COL EURE            (CofS, TECOM)
- COL FADEL           (CofS, OTEA)
- COL HAUBRICK        (AG, TECOM)
- COL HITE            (CDR, USACSTA, TECOM)
- COL HILL            (CHIEF, PROD ASSRNCE & TESTING, USAMC)
- COL LASLIE          (CDR, USADEA)
- COL PELL            (ASST CHIEF SCIENTIST, OTEA)
- COL RING            (CHIEF, C3I DIV, USADEA)
- COL TURNAGE         (CDR, USAAVNDTA, TECOM)
- COL WHEELER         (CDR, EIGHTH PERSCOM)
- DR. HOFMANN         (DDIR, HEL, USAMC)
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Figure XIII-1: Personnel Providing Comments on
Future Warrant Officer Roles

3. The following comments were captured by the TWOS during briefings and interviews:

a. Research, Development, Test, and Evaluation:

(1) From a General: "There is no continuity with our captains and majors in the RDTE, Combat/Training Developments world since we move them every three years. Let's make sure we look at that (warrant officers). This could definitely get the expert where he belongs."

(2) From a General: "We're buying tons of equipment and a lot of it is Automatic Data Processing (ADP). I'm con-cerned about that. We need the technical experts in ADP. The commissioned officer specialty code 53 (Automated Data Systems Management) should be the system designer, but the expert should be the warrant officer."

(3) From a Lieutenant General: "We need to get practical/ mechanical experience into the laboratories to focus on maintainability and supportability; to pull the equipment out of the lab when it is ready for testing; to mature new technology. Warrant officers could provide sustainability to the whole process."

(4) From a Major General: "Warrant officers ought to be in Project Managers' (PM) shops as the technical expert interface with industry; in logistics and training support packaging within the Logistics Division; and in the Materiel Fielding Division."

(5) From a Major General: "I would like to see an expansion of warrant officer utilization in the Force Modernization arena, from the product development stage to the fielding of new systems."

(6) From a Major General: "I see a use for 10, 15, maybe 20 warrant officers within the Operational Test and Evaluation Agency (OTEA) alone. Some areas of application would be:

a. Operability; the human factors part.

b. Accessability; the hands-on part.

c. Reliability; Availability, and Maintainability (RAM) analyst.

Warrant officers lend what I call field-technical experience. Most warrant officers have effective engineering capabilities and possess that practical-application knowledge that the engineers don't have. The warrant officer tells it like it is. That's what I want. Experienced warrant officers are essential as analysts."

(7) From a Major General: "There are some aviation commissioned officers running Spare/Repair Parts programs who have never been Aviation Maintenance Officers. I could see some minimum number of experienced warrant officers working in the ARSTAF as Department of the Army Systems Coordinators (DASC). Senior warrant officers should be assigned to OTEA and work on the preparation of test design plans, test execution, assimilation of test data, and interpretation of the data, i.e., did the system perform well or poorly? I can also see warrant officers working with logistics packaging and training devices, e.g., PM Training Devices, where the training devices for Army systems are developed."

b. Contracting and Procurement:

(1) From a General: "Contracting causes us many problems. We've got millions of dollars in contracts. I would look at the educational requirements for contracting."

(2)   From a Major General: "Maybe the Supply Warrant Offi-
cer should be in procurement. We need green-suited procurement
people handling Branch supplies. My gut feeling is that it pro-
bably should be an NCO. Most buyers at Post, Camp, and Station
are GS-7, 8, and 9. We need to study this."

(3)   From a Major General: "Warrant officers are needed in
procurement. Send them to school, and then assign them to the
office that procures Branch supplies, i.e., Ft. Monmouth for Sig-
nal; Philadelphia for food and clothing; Tank-Automotive Command
(TACOM) in Detroit for Major Surface Weapons; and Aviation Sys-
tems Command (AVSCOM) in St. Louis for Aviation."

(4)   From a Major General: "We're giving more emphasis to
the Career Management Field 97 (Procurement) in the commissioned
area. I would have no problem seeing that as a primary track
for warrant officers. Army Posts, Camps, and Stations write most
of the Army's contracts. It is a pertinent and fertile area. It
requires schooling and structure. Don't allow a track to dead-
end half way through a career."

3.   There are currently 65 "RDTE Technician" warrant officer
positions documented Army-wide. These positions are identified
with the Special Qualification Identifier (SQI) "Z". Army Reg-
ulation 611-112, (Manual of Warrant Officer Military Occupational
Specialties) states that SQI "Z" is for use with any MOS to
identify positions that require assignments of warrant officers
qualified in design, development, test, or evaluation of military
materiel, doctrine, methods, systems, or organizations. The "Z"
SQI is awarded to warrant officers upon request and after suc-
cessful completion of six months experience in an assignment
qualifying the incumbent in RDTE skills. As a rule, warrant
officers are not sent to RDTE training courses prior to being
assigned to RDTE positions. They must learn the mechanics of
RDTE on-the-job.

SECTION 3: Methodology

1.   The United States Army Materiel Command (AMC) tasked their
Major Subordinate Commands and Program Managers to respond to the
question: "For the future, would combat effectiveness be in-
creased if warrant officer involvement in RDTE, procurement, and/
or contracting was expanded?" Understanding that the responses
would be subjective in nature, AMC posed the question merely to
gather a consensus yard-stick from their experts in the field.
A sampling of responses are provided in figure XIII-2.

2.   While researching the validity of position requirements, the
respective unit personnel offices were contacted. In some cases,
the position requirements were valid but officers assigned did
not possess the skills or experience required. Other positions
remained vacant as the officer assigned was placed elsewhere
within the organization.

PM RESPONSES

* AMMOLOG (YES):
    Fld exp - Inform, guide, demonstrate, & educate civilian engineers.

* AWC (YES):
    ROC; DT/OT; Fielding: ILS; NDI Surveys; RAM; SMI; Precom Crew.

* BLACK HAWK (YES):
    As tech experts in RDTE, especially in design. No in Proc/Cont.

* RPV (YES):
    System experts in PM Organizations and testing.

* TRADE (YES):
    Need A/C experts full-time. We have none for UH-60, CH-47, & Cobra.

* NUC (YES):
    Use in 3 levels.
    (1) Work grp adv, Work grp mem, T&E mgr (2) ILS mgr (3) Work grp ldr.

* DIVAD (YES):
    In PM shops / Test sites.

* HELLFIRE (YES):
    DT&E, fielding teams, NETT, repair parts manager.

* LAV (Would Explore):
    Likely roles: Design & monitor test plans; fielding.

* TAC VEH (YES):
    DT&E, fielding, ILS before, during, & after fielding.

* TOPO SUP SYS (YES):
    Army field and tech knowledge; PM offices; more exp than LT & CPT.

* TMDE (YES):
    Developmental Test & Evaluation.

AMC - MSC RESPONSES

* TECOM:

    - Cbt Sys Test Actvty (YES):
        Fire Control Sys; Test Dir; Cmptr Sys; & Instrumentation.

    - Yuma Proving Gnds (YES):
        More in methodology than spec's & fnctn. Would fine tune
        equipment from drawingboard to troops.

    - USAAVNDTA/Rucker (YES):
        Provides experience/retainability/objectivity with rotation
        to Operational testing for field contact.

    - White Sands Msl Rng (YES):
        Early involvmnt in DT & OT to enhance data collection & anal,
        to effect realistic RAM, fldng, PIP's, MOD's.
        Field experience will enable sound decisions in Cont/Proc.

    - Cold Rgn Test Cen (YES):
        Developmental Test & Evaluation; fielding.

* TACOM
    Manpower Mgmt (YES, RDTE) - PM shops, LOG, RAM.
    Dir for Maint (YES, CD/TD; NO, CONT/PROC)

* MICOM (YES):
    T&E, Dev & Fldng Teams, (NETT/Rpr Parts Mgr/ILS/RAM), Pub Dev,
    CW3 or above.

* ERADCOM (YES):
    Fielding of new equip from beginning of acquisition cycle.

    - HEL (YES):
        T&E (DT&OT); educated Sr WO in labs; WO in TSM's.
        You can't buy WO exprnce.

Figure XIII-2: Project Manager & AMC Major Subordinate
Command Responses

3. A review of Army RDA organizations identified certain commissioned officer position requirements (grade and specialty coding) which, if valid, are impossible to meet under current and future Officer Personnel Management System (OPMS) development and utilization policies. If the company grade officers assigned to these positions actually possessed the skills required for the position, the majority of their career would have been spent in the training environment, gaining little or no field experience. A sampling of these positions are provided in Figure XIII-3.
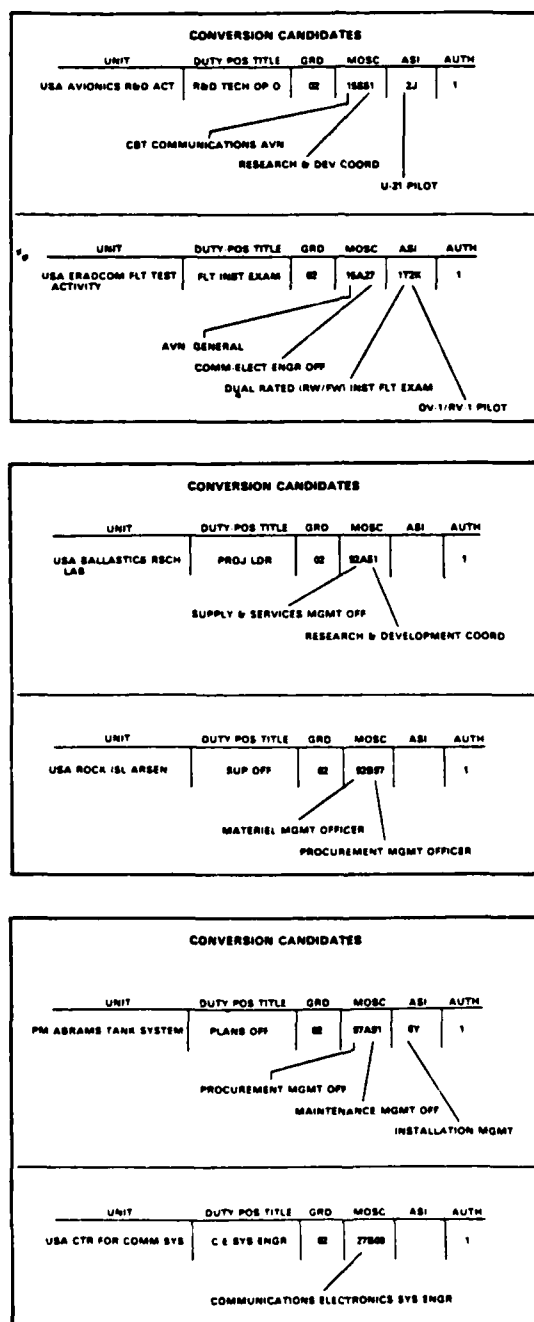
Figure: XIII-3 Conversion Candidates

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SECTION 4:   Summary

The Army leadership is concerned about improving the effective-
ness and efficiency of Army systems development, acquisition and
fielding. Practical system experience should be effectively
merged with the science and engineering communities to field the
Army's equipment and systems. During the TWOS decision briefing,
General Wickham stated: "We really should capitalize on the
stability and expertise of the warrant officer in MAM (Materiel
Acquisition Management)."

CHAPTER XIV: IMPACT ON RESERVE COMPONENTS

SECTION 1: Background

1. On 5 October 1981, John O. Marsh, Jr., Secretary of the Army, stated "When I talk about the total force concept, I mean just that. This is a three legged stool, whereby the Active Army, the National Guard, and the Reserve are coequal partners. This nation is equally dependent upon each of the legs. The reliance of the Total Army on the Reserve Component continues to grow and the future will challenge the Total Army's ability to meet demands across the entire spectrum of conflict. "Therefore, the Reserve Component warrant officer must be fully prepared for combat prior to mobilization. In order to be fully prepared, they must possess and be proficient in the skills required to execute their defined roles of leader, trainer, operator, maintainer, or manager. This expanded role clearly recognizes the importance of the Reserve Component warrant officer as part of our deterrent force."

2. Currently, more than half of the Army's deployable forces are in the Reserve Components. Currently, there are 9,037 warrant officers in the Army National Guard (ARNG) and 9,169 in the US Army Reserve (USAR). USAR warrant officers total 4,954 in Troop Program Units (TPU) and 4,215 in the Individual Ready Reserve (IRR). As of September 1986, Total Army authorizations by percentages of combat function in the Reserve Components will be at: 44 percent combat and 19 percent support in the ARNG and 10 percent combat and 33 percent support in the USAR. The Army will require the deployment of Reserve Component Units for any major contingency in the future. Total Army force planning is no longer a concept, it is integral to contingency plan execution.

SECTION 2: Environment

1. Compared to the Active Component the Reserve Component warrant officer's environment is unique. The typical Reserve Component warrant officer is fundamentally a citizen soldier. The role of the citizen soldier can be be traced to pre-revolutionary days and every major war or mobilization since. In the civilian community they may be professionals in their field but, as a citizen soldier they must be professionals, trained and ready to mobilize at a moment's notice. The primary mission of the Reserve Component warrant officer is to prepare for wartime missions, to be able to meet the mobilization mission of the Total Army and to fight in combat. The ARNG warrant officer has an additional state mission; to be prepared to execute the orders of state authorities, when required, to protect and preserve life, peace, property, order, and public safety. Except during periods of Federal mobilization, state governors retain control of the ARNG.

2. In the Reserve Component environment, training is a primary

mission. The training year includes 48 unit training assemblies (UTA), a minimum of four hours each, and one two-week annual training period. The UTA requirement can be combined into four UTA periods in one weekend each month. The Reserve Component warrant officer trains part time while the Active Component warrant officer trains full time. To attain the same proficiency level as the Active Component warrant officer, unit and individual training objectives are established. Attainment of training objectives require demonstrated proficiency at the level prescribed by the Army Training and Evaluation Program (ARTEP) or, in the absence of an ARTEP, require completion of an Army Training Test (ATT). Once the objectives are attained, FORSCOM requires evaluation once every three years to ensure sustainment of unit and individual proficiency.

SECTION 3: Professional Development

1. The Reserve Components have unique constraints, needs, requirements, and in some instances, organizations and equipment. Special consideration must be given to training time constraints placed upon the citizen soldier by law and individual relationships with employers. Since attendance at the respective service school is the preferred method of training, consideration must be given to Reserve Component warrant officers who must leave civilian jobs to attend required training. This must be taken into account during the training development process. Acknowledging the fact that it is sometimes difficult for the Reserve Component warrant officer to attend resident schools, TRADOC has developed a modified Warrant Officer Entry Course for reserve component warrant officer candidates (WOC). At the entry level a Triple-Check pre-appointment process occurs which requires:

   a. Selection by a centralized board (State Adjutants General for the ARNG and the Army Reserve Personnel Center for the USAR).

   b. Successful completion of the Warrant Officer Entry Course (WOEC).

   c. Technical Certification by the MOS Proponent.

2. A WOEC (Check 2) for the Reserve Components will be implemented in Fiscal Year 1986 and will consist of a two week resident phase preceded by a lead-in correspondence course. The WOEC for the Active Component is six weeks, four days. Although the method to accomplish pre-appointment training is different, the standards for the Active and Reserve Components must be the same. The Technical Certification Phase (Check 3) will be the same for both components.

3. The promotion system must ensure advancement opportunity for qualified warrant officers, provide career incentives, promote based on potential (rather than a reward for past service), and identify and eliminate non-performers. The Reserve Components currently have fixed promotion points based on time in grade,

unlike the Active Component's temporary promotion system. The ARNG has a military educational requirement as an additional prerequisite for promotion. These prerequisites include completion of the Warrant Officer Advanced Course (for W3) and the Warrant Officer Senior Course (for W4). Upon successful completion of the WOEC (Check Three), the USAR (inactive component) warrant officer has no further mandatory military educational requirement for promotion. Under the new Total Warrant Officer System, both active and reserve components must conform to requirements of the new Military Educational Levels (MEL). All newly appointed warrant officers will be required to attend the WOEC level. The Senior Warrant Officer Training level will be achieved between the eighth and 11th year of warrant officer service, and if selected, Master Warrant Officer training level between the 18th and 25th year of warrant officer service. The resident Warrant Officer Senior Course will be transitioned into Master Warrant Officer training, currently in progess by TRADOC with the Aviation School acting as the TRADOC designated pilot school. The non-resident and USAR School Warrant Officer Senior Course will continue to be available until Master Warrant Officer training is fully implemented. Again, resident attendance at a service school is the preferred method of training, and the standards for both components must be the same; however, prescribed training phases may be modified to accommodate the constraints placed on Reserve Component warrant officers by their civilian jobs. Functional training (all training other than WO, SWO, MWO training) will be conducted as required.

SECTION 4: Major Proposals

1. Issues of major significance to all warrant officers were examined by TWOS during the life of the study. Reserve Component warrant officers were assigned to the study group because the RC play a major combat role in the Total Army.

2. The Offices of the Director, Army National Guard and the Chief, Army Reserve were appraised of TWOS recommendations periodically during the study. Prior to the Chief of Staff, Army (CSA) decision briefing on 24 June 1985, these offices gave conceptual concurrence to the proposals with modification, to accommodate special requirements and constraints that apply to the Reserve Components. Actual comments on major proposals requiring modification follow:

   a. New definition. Both offices concurred with the new definition of an Army warrant officer.

   b. Coding of TOE/TDA positions by three level rank groups.

   (1) USAR: "A Reserve Component plan must be developed that focuses on promotion objectives, senior level training, military education, warrant officer technical and tactical certification and utilization to fit the career pattern of a USAR warrant officer."

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(2)   ARNG: "Coding by three levels can be supported by ARNG. The ARNG warrant officer would want to be considered for unit vacancy promotions when documents reflect position coding."

c.   A change in Army policy to manage warrant officers in terms of warrant officer service (WOS) instead of the current method of managing by total active federal service (AFS).

(1)   OCAR: "Concur conceptually. USAR warrant officers may serve, in an active reserve status until age sixty-two making a forty year career plan."

(2)   ARNG: "The ARNG can support management of warrant officers in terms of WOS instead of current National Guard service."

d.   Create grade W5:

OCAR:

(1)   "The percentage of the USAR warrant officer force who may be W5 must be based on Composition (COMPO) 3 structure and COMBO 1 Mobilization Table of Distribution and Allowances requirements. A thorough analysis will be required and the USAR W5 profile based on this analysis."

(2)   "Individual Ready Reserve (IRR) promotions below grade 06, including warrant officers, are made on a fully qualified basis and are not requirements driven. Selection for 06 is made on a "best qualified" basis against COMPO 1, 2, 3, and 4 replacement and wartime requirements. Members of the IRR do not have a separate promotion plan but are considered for promotion by Reserve Component Selection boards that include all USAR control categories. USAR and ARNG warrant officers are separately considered for promotion."

ARNG: "The ARNG can support creation of grade W5. This grade would require Master Warrant Officer training and certification, and authorizations will be requirement driven. National Guard Regulation 600-101 prescribes education requirements for ARNG warrant officers. Criteria for promotion to W5 would be included in Chapter 6 of this regulation."

e.   Provide for selective career extension (a program similar to selective early retirement provided for the commissioned officer force by DOPMA) as part of the Total Warrant Officer System.

(1)   OCAR: "The TWOS plan applies to the Active Component."

(2)   ARNG: "ARNG has had a selective career extension program for warrant officers since May 1969. This program is prescribed under the provisions of National Guard Regulation 635-102 and provides a continuing program of selective retention of warrant officers beyond 20 years of qualifying service for retired pay."

SECTION 5:   Recommendations

1.   That the the Total Warrant Officer System be implemented in
the Reserve Components to the fullest possible extent.

2.   That Department of the Army assist the RC by giving conside-
ration to the training time constraints placed on the Reserve
Component warrant officer.

3.   That TRADOC develop training programs to accommodate Reserve
Component warrant officers (i.e. develop Senior and Master War-
rant Officer Training, functional training, and technical and
tactical certification in two week increments).

4.   That the same training standards apply to both components
allowing only for differences in training time and methods for
obtaining standards.

5.   That special functional training be developed by TRADOC to
accommodate the Reserve Component warrant officers to maintain
proficiency and prevent skill degradation.

6.   That Reserve Enhancement Programs be established for Reserve
Component warrant officers. For example, an initial short tour
for Aviation Warrant Officers after completing initial flight
training and a short tour for Tech Service warrant officers fol-
lowing Senior Warrant Officer training.

SECTION 6:   Final Action

The TWOS Implementation Team will consider unique requirements
of the Reserve Components in the staffing and legislative pro-
cesses throughout the implementation of TWOS recommendations.

CHAPTER XV: ADDITIONAL ISSUES

SECTION 1: Additional Duties Defined

1. Prior to any investigation and analysis, a determination had to be made regarding the definition of the terms "additional duty" and "major additional duties" and the frequency that performance of these duties occur.

   a. Additional Duties: There are some duties that are expected of all officers. They are not usually long in duration, require no special training or preparation, are not normally reflected in evaluation reports, and are deemed to be part of the warrant officer's responsibility for housekeeping, good order and discipline in the Army. Duties such as staff duty officer, unit fire marshal, morale and welfare officer, voting officer, etc., are in this category. Warrant officers must perform these tasks when needed by the unit, but performance of these duties does not require institutional training.

   b. Major Additional Duties: These fall into two general categories. The first are those that require a majority of the warrant officer's time, have impact on unit readiness, and usually can be directly associated with a warrant officer MOS or commissioned officer specialty. Examples of these are: unit mess officer, motor officer, or supply officer. Warrant officers are rightfully evaluated on performance when assigned to these duties because the scope of responsibility impacts on unit readiness.

   c. Investigation revealed a second category of "major additional duty". Warrant officers are sometimes required to assume the position, duties and responsibilities of a commissioned officer. This normally occurs when there is a shortage of commissioned officers in the unit or when qualified commissioned officers are not available. Commanders may make such assignments with the approval of the US Army Military Personnel Center under the provisions of Manual of Warrant Officer Military Occupational Specialties, AR 611-112. These are full time duties and the evaluation is based on performance of the commissioned officer responsibilities and requirements. Warrant officers in these positions should not necessarily be expected to concurrently maintain proficiency in their primary MOS. This last category is not truly an additional duty, but many warrant officers perceive it as such. In both categories of "major additional duties", formal military training and education for warrant officer could promote unit efficiency and mission accomplishment.

SECTION 2 : Additional Duty Training

   a. The case for training in major additional duties is formidable because of the impact on unit readiness and the individual's career. To justify this training as an institutionalized part of the WOTS common core, it must be demonstrated that the

performance of major additional duties is required for all warrant officer MOS. Research indicates that this is not the case.

b. In September 1967, George Washington University published a paper for the Army, "The Aviation Warrant Officer: Job Activities and Flight Duties" (Defense Technical Information Center [DTIC] catalog number AD B951639; contract number DA 44-188-ARO-2). The research showed that no more than 28 percent of all aviation warrants were required to perform major additional duties. The report also states that those required to perform these duties felt inadequately prepared and were dissatisfied as a result. A second study by the same organization in 1969, "Attitudes as Predictors of Retention for Army Pilots" (DTIC catalog number AD 688816), confirmed the earlier finding.

c. The TWOS survey also addressed the question to ensure that current data was available. It revealed that 48 percent of the aviation and 54 percent of the technical warrants are frequently tasked to perform the duties of a commissioned officer while 44 percent of the aviators and only 10 percent of the technical warrants felt that major additional duties had great influence on the Officer Evaluation Report (OER). The data indicates that, while such utilization is on the increase, less than half of all warrant officers are required to perform major additional duties of any kind and, therefore, training as an integral part of the WOTS common core cannot be justified.

d. WOTS is based on the premise that each proponent will have to tailor the branch and MOS specific portions of each level of training to meet the requirements of individual MOS (see Chapter VI of this report for more detail). Since the the percentage of personnel with major additional duties varies by MOS, the TWOS recommendation is to leave the training decision to the proponents discretion and the evaluation requirement to the discretion of the warrant officer's chain of command.

SECTION 3: Limited Duty Officer

1. TWOS analyzed the Limited Duty Officer (LDO) programs used in the Navy, the Coast Guard, and the Marine Corps. Their LDO programs originated as a result of a recommendation by a Secretary of Defense appointed committee in 1952 which had representatives from the Army, Navy, Air Force and Marine Corps. The committee recommended that LDO grades be authorized in all services to provide a path of advancement for outstanding enlisted members or warrant officers to perform in progressive technical backgrounds not attainable by the normal development of commissioned officers. However, the Secretaries of the Army and Air Force chose not to implement LDO programs within their services. The definition of an LDO is similar to the warrant officer definitions used by all services today.

a. The TWOS group interviews with Navy, Coast Guard and Marine personnel revealed that it is sometimes difficult to

distinguish between warrant officer and LDO duties.

   b. LDO programs among the other services are not standard.
Each service has developed its own policies for accession, pro-
motion, and retirement. A perception in one of the services was
that the LDO program negatively affected the esprit de corps and
confidence of warrant officers who applied but were not selected
for LDO.

   c. The LDO is limited to specific occupational fields that
require authority and responsibility greater than normally ex-
pected of a warrant officer while still requiring extensive
technical training and strong managerial skills.

2. TWOS did not recommend to the Chief of Staff, Army, that the
Army establish a third category of officer for continued warrant
officer career progression. Initially, the LDO program appeared
to offer a warrant officer upward mobility (career satisfaction)
while providing additional opportunity to maximize use of ac-
quired skills and experience (utilization) for longer periods
of time. However, the TWOS determined from the other services'
experiences that a LDO program in the Army would not compliment
the newly developed Total Warrant Officer System. Additionally,
the program would not provide a cure for technical officer re-
tention problems, would not ensure job satisfaction, and would
create another category of officer beyond identifiable require-
ments.

3. Analysis of the TWOS Survey data revealed that if warrant
officers are properly utilized in graded positions (WO, SWO, MWO)
with clearly defined roles (definition), with performance stan-
dards and career development policies (WOTS) institutionalized
and enforced, the Army will achieve increased warrant officer
retention, improved capability, and thus enhanced combat readi-
ness.

SECTION 4: Senior Rater Profiles

1. Warrant officer grade W1 is grouped with W2 and W3 is group-
ed with W4 on the Senior Rater Profiles, Part VII, DA Form 67-8,
Officer Evaluation Report. These grade groupings have created
anxiety and dissatisfaction among some members of the warrant of-
ficer force.

2. Field sensing trips by members of the TWOS Group revealed
that personnel in grade W1 felt it was unfair for their perfor-
mance and potential to be compared with that of a W2. Since a W1
can receive an OER after one year as a warrant officer, and a W2
after eight years experience, the source of the anxiety becomes
readily apparent. The same situation prevails when a junior W3
is compared with a senior W4. Another complaint from the field
comes from the W4s who perceive that they have been "wronged by
the system". Some W4s have stated that their senior raters told
them that were being graded downward on the senior rater profile

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so that W3s, who had not "topped out" for promotion could be rated higher. Advocates of this theory apparently believe that they are not hurting the W4, and are helping the W3, while maintaining their senior rater profiles in an acceptable spread.

3.   In an attempt to determine if reasons for concern were valid, the following question was asked of warrant officers on the TWOS survey, "Currently WO1/CW2 and CW3/CW4 are grouped together for purposes of determining the senior rater profile on the OER, should this system be changed?" Sixty-five percent of the responses indicated that the system should be changed. An additional 12 percent responded, "I don't know."

4.   TWOS contacted the Evaluation Systems Office of the US Army Military Personnel Center to determine why each grade was not compared separately on the senior rater profile. A spokesman for that office gave the following reasons:

    a.   The OER ratings for W1/2 and W3/4 are so similar that there is no statistical reason to separate them.

    b.   Since one purpose of the promotion system is to identify personnel who have the potential to perform tasks of the next higher grade, and since warrant officer positions on personnel authorization documents are not coded by grade or skill, there could be no true measurement of an individual's potential to perform in the next higher grade. Therefore, there was no basis to separate grades in the senior rater profile.

    c.   The current promotion rates for all warrant grades are so high, there is no "promotion heat" on the evaluation system therefore no basis exists for change to the senior rater profile grouping.

5.   During the 24 Jun 85 decision briefing to the Chief of Staff, Army, approval was granted for submitting a legislative request to create grade W5 and to code warrant positions on authorization documents by three rank groups, WO (W1/2), SWO (W3/4), and MWO (W5). (Selected W4s will be designated MWO until the new grade W5 is approved.) Since manning documents will reflect warrant officer position coding in the near future, by three rank groups, TWOS recommended that the same groupings be used in senior rater profiles. This will only require the addition of a profile for Master Warrant Officer. This issue will be resolved through the Army staffing process.

SECTION 5:   Quality of Instructors

1.   During the 1930s and 1940s, one of the key professional development assignments for Army commissioned officers was that of an instructor at their branch service school. This policy had merit in that it brought the brightest and most talented personnel to the service school where their expertise could be shared with students. Over the years duty as a service school

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instructor has lost priority and thus, the prestige. Subsequently, instructors are not always the most capable members of their branch.

2. Success of the Warrant Officer Training System (WOTS) depends to a great degree on the quality and currency of instructors in the service schools. Their background, maturity, technical and tactical competence, expertise as a trainer, and desire to teach can make the difference in success or failure of the warrant officer training programs.

3. Students deserve the best instructors that the Army can provide. The assignment of warrant officer instructors in today's system is generally determined by the "who is available" criteria. The service school proponent submits a requisition and the US Army Military Personnel Center (MILPERCEN) fills the requisition from the "most available" category, normally an overseas returnee. At times, the proponent must recruit instructors from available resources assigned to the service school installation. There is not an institutional procedure to ensure that only the best qualified officers are assigned to instructor positions.

4. A better way to select, train, and utilize warrant officer service school instructors is essential. Both MILPERCEN and the proponent must share joint responsibilities in the tasks outlined below:

    a. Proponent responsibilities:

    (1) Design a professional development (PD) and utilization program for instructors. A model of the TWOS proposed program is shown in Figure XV-1. (See next page).

    (2) Proponents should nominate instructor candidates for consideration by a Department of the Army (DA) board. A separate DA board should not be established for this purpose but it could, and should, be performed as an additional duty by a currently authorized board, such as the board that selects attendees for the Warrant Officer Senior Course (which will evolve into Master Warrant Officer Training). The proponent's nomination could be based upon academic performance in the Advanced Course (which will become Senior Warrant Officer Training) or duty performance as an Instructional Systems Developer (ISD), or some other duty that can be evaluated by the proponent.

    b. MILPERCEN responsibilities:

    (1) Execution of the proponent's professional development plan for instructors.

    (2) Conducting HQ DA level boards to select instructors from a list of nominees submitted by the proponent.

FUNCTIONAL AREA UTILIZATION/TRAINING INTEGRATOR
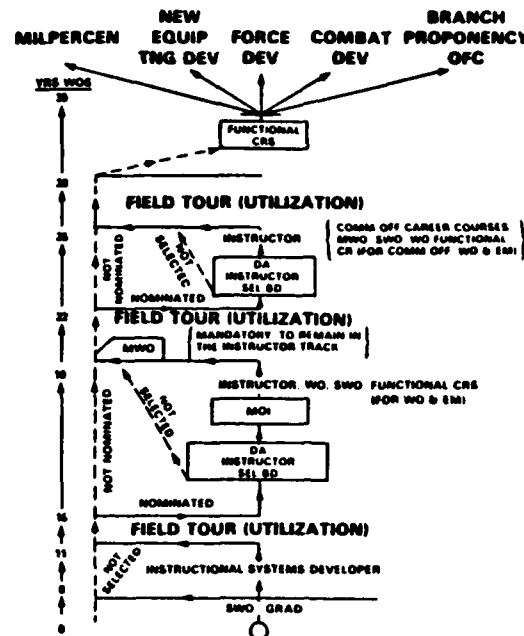
Figure XV-1:   WO Instructor Professional Development
Track (concept)

5.   As noted in Figure XV-1, the pool of potential instructors
are all graduates of their branch SWOT who have had an assignment
at the proponent service school.   The proponent, who has had an
extensive period to closely observe the potential candidates in
both an academic and work environment, would nominate candidates
to a DA board which would select the best nominees for entry into
the branch instructor program.   Key to the nomination process
would be the commander's evaluation of the individual.   Ideally,
all nominees would be volunteers; however, if there are insuffi-
cient numbers of qualified volunteers the candidates may be nom-
inated without their concurrence.   After selection, periods of
duty as an instructor would be integrated with intensively man-
aged worldwide military occupational specialty (MOS) utilization
assignments, thus fostering expertise both as an instructor and
as a practitioner in his MOS.   Ultimate utilization could be in
the most challenging key jobs within the MOS, at the Master War-
rant Officer level.   This recommended instructor candidate pro-
gram applies only to platform instructors, those awarded the
Special Qualification Identifier (SQI) 8 in accordance with AR
611-112, and not to other types of instructors such as Instructor
Pilots (SQI C)).

6.   Following are the advantages, identified by the TWOS, of
creating a professional development and utilization track for

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warrant officer instructors:

a. Would ensure that warrant officer instructors have the prerequisite qualifications and are the most talented officers in their career field.

b. Can be implemented on a "zero sum" basis in that warrant officer instructor positions are currently on personnel authorization documents.

c. Would produce a force of professional instructors who would be current in both the academic knowledge and field application skills of their MOS.

d. Would increase the competence of warrant officers and help them become capable of performing duties that are the most challenging branch related warrant officer jobs in the Army.

e. Would not require an additional DA Board. Could be performed as an additional duty of a currently scheduled board.

f. Enhances the close coordination required between the proponent and MILPERCEN as prescribed in AR 600-3.

7. Recommendation: That a professional development and utilization track for warrant officer instructors be developed and implemented by each proponent, with proponent/DA responsibilities assigned as outlined in this section. This issue will be resolved through normal staffing procedures with coordination between the Army Staff, proponents and other involved agencies/activities.

SECTION 6: Tank Commanders

1. The TWOS analyzed a concept to convert tank commander (TC) and master gunner positions to warrant officer. This issue had been addressed in the past but for a number of reasons had not progressed past the initial stages. Reasons for not adopting this concept center around the concern that warrant officer tank commanders would deny career progression of the Armor Crewman (19K).

2. The TWOS approached this issue from the standpoint that in addition to converting all tank commander positions to warrant officer there would be an increase in tank crew responsibilities and a reduction in the number of maintenance personnel at battalion level.

3. The question of converting TC positions to warrant officer positions has surfaced on numerous occasions since the fielding of the M-1 Abrams tank. As subsequent models of the M-1 are developed, with increasing degrees of sophistication, factors to operate, employ and maintain the vehicle will warrant close attention. A more technically oriented, mechanically proficient

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and professional armor force of the future must be grown. The increasing size of the bonuses offered for enlistment and re-enlistment is an indication that money alone may never solve the personnel shortage problem in Armor. To maintain the armor force, opportunities for career progression must be present. Previous concepts of converting M-1 TC from E-6 to warrant offi-cer involved a one-for-one swap. Because this concept does not involve a change in mission responsibility of the tank crew, a one-for-one swap would cause disruption of the career pattern for MOS 19K and would create a stagnated warrant officer career without promise of upward mobility.

4. TWOS concluded that the warrant officer tank commander con-cept is logical and it may have a number of positive impacts on the Army in the future. Following is a brief outline of the TWOS concept to convert tank commander positions to warrant officer:

    a.   Warrant officers as TC (W1/W2).

    b.   Upgrade gunner to E6.

    c.   Upgrade driver to E5.

    d.   Upgrade loader to E4.

    e.   TC of Company Commander's tank would be a W3 with the dual role as Company Master Gunner.

    f.   Battalion Master Gunner at S-3 would be a W4.

    g.   Train tank crews to perform all second echelon mainte-nance. Battalion Maintenance would continue to provide needed repair parts, recovery and lift, and special tools and equipment to support crew maintenance.

    h.   Reduce the number of company maintenance personnel re-quired to perform tank maintenance by 12. The positions of tur-ret mechanic and welder would not be effected.

    i.   Thoroughly train the TC Warrant Officer Candidate (WOC) in all aspects of organizational maintenance during entry level certification training (Check Three).

5. The major advantages of this concept, which are discussed below, should ultimately result in improved combat readiness for the Army's armor forces.

    a.   Greater combat capability of the M-1 tank crew due to an improved operational role. Crews will continue to have vested interest in the maintenance of the M-1 and its capability to per-form in combat. Fully supports the "fix forward" concept of the future.

    b.   Upgrading the TC to warrant officer would provide an

unparalleled degree of stability within the Armor field. Each tank would have its resident expert. This concept calls for the warrant officer to remain as a tank commander for nine to 11 years. Opening the 19K CMF as a potential progression to warrant officer may solve some of the retention problems currently experienced in this career management field.

c. Change the image of the 19K from exclusively warrior to that of a warrior/technician. This would provide the 19K with a marketable skill and could have positive impact on both recruiting and sustainment.

d. The expanded role of the tank crew member would result in greater opportunity for advancement as an enlisted soldier as well as advancement as a warrant officer. This would improve career satisfaction for soldiers with armor MOS.

6. The warrant officer tank commander concept also revealed several disadvantages. Each of these must be weighed in the final analysis to determine the best course of action to take. The following is a discussion of the major disadvantages noted:

a. Increase in recruiting standards for 19K CMF. Because of new crew maintenance role, aptitude area targets would shift more toward mechanical maintenance and category IV soldiers could not perform 19K duties. This aspect could be considered as an as an advantage. However, recruiting problems may be intensified if fewer category IV soldiers were accepted in CMF 19K.

b. A 21.6 percent increase in MPA. (This is based on base pay only, with BAS and reenlistment bonus considered, the amount will be less.)

c. Increased training costs for warrant officer tank commanders and tank crewmen at entry level because of the expanded maintenance role.

d. Increased cost for tools for each tank crew.

7. Increasing technical sophistication of the M-1 tank combined with the rapidly moving battlefield of the future and expanding tactical employment of weapons systems require better trained crewmembers to keep pace with the capabilities of ground fighting vehicles. The future combat environment can ill-afford the tank crew who must sit and wait for a mechanic to catch up and replace a "black box".

8. Status: The Total WO Study Group will resolve this issue through the normal Army staffing process.

SECTION 7:   In Process Change (IPC) - Extension of Warrant Officers Past 30 Years Active Federal Service (AFS)

1. During the course of the study, TWOS determined that a change

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to Army policy which would allow deferred retirement of Regular Army warrant officers who have completed 30 years AFS would be beneficial and should not be delayed until completion of the study.

2. In the past, the Army permitted selected retirement recall of individual warrant officers, by voluntary application, for periods beyond 30 years AFS upon provisions of the Retiree Recall Program (Title 10, U.S.C., Section 688 (a)). This policy was restricted to shortage MOS and required approval on a case-by-case basis by the Secretary of the Army. Additionally, applications were not accepted until a warrant officer had reached the 29th year of AFS, at which time the Secretary of the Army made final determination if the officer was to continue in active service or be retired. This policy had an adverse impact on the Army's ability to plan force management and on the individual's ability to plan for continuation or separation.

3. Title 10, US Code, Section 1305 (c), provides the Secretary of the Army approval authority to defer retirement for RA WO upon the recommendation of a board of officers.

4. The TWOS recommendation was to change Army policy to allow the annual RA Selection Board, as an additional duty, to select specified numbers of RA WO for deferred retirement.

   a. This selection board, as a special board action, could best review and compare files of RA WO being considered for promotion along with those for retention beyond 30 years AFS.

   b. Boarding and selection would occur each year between the 26th and 29th year of AFS, using best qualified criteria, and offering continuation in five year increments.

   c. The number of warrant officers recommended would be limited by MOS as described below:

   (1) Overstrength MOS: For MOS with projected end of year inventories which exceed 105 percent of authorizations for the fiscal year in which considered, personnel representing not more than one percent of the the total RA authorizations, as computed for that MOS, may be selected for or participate in this program at any given time.

   (2) Balanced MOS: For MOS where the projected end of year inventory is less than 105 percent but greater than 95 percent of authorizations, not more than five percent of RA WO who meet the criteria may be selected or participate.

   (3) Shortage MOS: For MOS where the projected end of year inventory is less than 95 percent but greater than 85 percent of authorizations, not more than 10 percent of RA WO who meet the criteria may be selected or participate.

(4) Critical MOS: For MOS where the projected end of year inventory is less than 85 percent of authorizations, not more than 15 percent of RA WO who meet the criteria may be selected or participate.

(5) When the sum of the computation is less than one percent, only one officer may be selected for continued service.

(6) Exceptions to the above policies will be considered on a case-by-case basis, subject to approval by Secretary of the Army and based on criticality of the MOS.

d. Periods of retirement deferment are to be in increments of five years. Acceptance will obligate the officer to serve a minimum of two years of the approved extension. Obligation is incurred on the first day following completion of 30 years of AFS.

5. The over 30 year AFS IPC was submitted as an interim step prior to full implementation for management of the warrant officer force by total warrant officer service. The Assistant Secretary of the Army for Manpower and Reserve affairs concurred in the concept contained in the IPC. Staffing as necessary and implementation will be performed by the Office of the Deputy Chief of Staff for Personnel.

SECTION 8: Operations Research and Systems Analysis

1. The Combined Arms Operations Research Activity (CAORA), Fort Leavenworth, Kansas, submitted a recommendation to the Army Staff (ARSTAF) requesting that the Army create an Operations Research and Systems Analysis (OR/SA) military occupational specialty (MOS) for warrant officers. The TWOS was tasked by the Army Deputy Chief of Staff for Personnel (DCSPER) to research, evaluate and make a recommendation on the CAORA request.

2. Research revealed the following advantages of creating an OR/SA warrant officer MOS:

a. It would be consistent with Army tradition and philosophy which describes the warrant officer as a highly skilled technician, assigned repetitively in a single career field.

b. It would not be creating precedent in that there are some warrant officers currently filling existing warrant officer and commissioned officer positions who are performing duties requiring OR/SA skills.

c. Due to non-specialty career requirements placed on commissioned officers with Specialty Code 49 (OR/SA Officer) some OR/SA positions remain unfilled. These positions, if converted to warrant officer authorizations, would be manned at higher levels since warrant officers can be assigned repetitively to the same duties.

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d. OR/SA training requirements could be dramatically reduced. The Army must now train approximately 2.5 SC 49 commissioned officers in order to fill one SC 49 position. This is because commissioned officers must perform functions outside the OR/SA functional area in order to remain branch qualified and competitive for promotion. Since warrant officers would be repetitively assigned to OR/SA duties it is estimated that their training-to-fill ratio would be 1.1 or 1.2 to one.

e. OR/SA techniques are time perishable. Commissioned officers, returning from branch assignments, often find that their skills have decayed while assigned to duties outside the OR/SA career field. It requires a significant amount of time to regain decayed OR/SA skills. Since warrant officers are assigned repetitively within an MOS they would not be confronted with this problem.

2. Research revealed the following disadvantages in creating an OR/SA warrant officer MOS:

a. Congress has mandated that Army strength remain at approximately 781,000 for the forseeable future. Army leadership has directed that warrant officer strength remain relatively stable at approximately 15,600 and that priority for fill be directed toward those warrant officer MOS which most directly support combat operations. These restrictions militate against the formation of another non-combat MOS.

b. The proposed MOS proponent, CAORA, prefers candidates for an OR/SA MOS attend one of the following schools:

Georgia Institute of Technology	Texas A & M
Air Force Institute of Technology	Northwestern University
Clemson University	Stanford

c. Due to the high academic requirements of the institutions shown above, TWOS determined that the number of educationally qualified warrant officers required to fill the projected 125 positions could be difficult to provide from within the warrant officer force. Additionally, reclassification of the top officers from several warrant MOS for the purpose of filling one MOS was not in the best interests of the Army due to shortages in some warrant officer MOS.

3. The TWOS group, due to the currently constrained personnel resource environment, recommended that the Army not authorize an OR/SA WO MOS at this time. However, if future personnel resourcing allows, this issue should be revisited since OR/SA duties fall squarely within the boundaries of the CSA approved WO definition.

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CHAPTER XVI: IMPLEMENTATION PLAN

SECTION 1:   General

The approved Total Warrant Officer Study (TWOS) Group proposals
will be implemented via legislative, regulatory or policy change.
Figure XVI-1 is a time-line that shows the major actions required
to implement TWOS proposals. Actions pertain to both the Active
Component (AC) and Reserve Component (RC) unless otherwise speci-
fied.

SECTION 2:   Legislative

The legislative package, as time-lined in Figure XVI-1, will con-
tain the following changes to existing laws:

     a.   Provisions to create the warrant officer grade of W5 at
the discretion of respective Service Secretaries.

     b.   Provisions requiring mandatory Regular Army integration
at promotion to the grade of W3 (AC only).

     c.   Quantitative provisions for selective career extension
and selective continuation.

     d.   Provisions to equalize notification and separation pro-
cedures between commissioned officers and warrant officers who
are twice non-selected for permanent promotion.

     e.   Provisions for below-the-zone, in-the-zone and above-
the-zone permanent promotions.

     f.   Provisions to change the basis of warrant officer Reserve
component personnel promotions from "fully qualified" to "best
qualified". (RC Only)

     g.   Provisions to afford Active Component warrant officers
the opportunity to complete 30 years service as a warrant of-
ficer or serve until reaching age 62, whichever occurs first.
(AC only)

     h.   Provisions to allow Regular Army warrant officers who are
honorably separated from the warrant officer category the statu-
tory right to revert to the highest enlisted grade held.

     i.   Provisions to separate from the service those warrant of-
ficers who lose their qualification(s) to perform a certain duty
(MOS) when requalification training to perform another duty (MOS)
is not feasible (i.e., loss of security clearance, profiles).

     j.   Provisions to allow Active component warrant officers
accessment into the AC Commissioned Officer Corps at grades up
to, and including, 03. (AC only)

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k. Provisions that allow warrant officers to act as members of all boards at which warrant officer matters are being acted upon.

l. Separation provisions for those Active Component Reserve warrant officers having less than 18 years active Federal service and being twice non-selected for W3 and Regular Army integration (AC only).

m. Separation provisions for warrant officers who are once non-selected for promotion to grade W2, or who are twice non-selected to grades W3, W4, or W5.

n. Provisions for separation from the Active component those warrant officers who decline integration into the Regular Army at promotion to W3. (AC only)

o. A "grandfather clause" covering the implementation of the legislative package for the current warrant officer force.

SECTION 3: Regulatory

To accommodate TWOS approved recommendations the following regulatory changes must be made: (Note: in those instances where the change also applies to Reserve component warrant officers, appropriate Reserve component regulations will also be changed.)

a. The approved definition of a warrant officer will be placed in AR 611-112 and 310-25. Implementation date/event: Immediate.

b. Skills and of Rank Authorization (SRA) criteria for warrant officers, along with The Army Authorization Documentation System (TAADS) coding rules which apply to warrant officer authorization document positions will be placed in AR 611-112. Implementation date/event: Upon approval by HQDA of warrant officer SRA and position coding criteria.

c. Provisions for expanding the senior rater profile for warrant officers from two to three groups will be placed in AR 623-105. Implementation date/event: Simultaneously with the implementation of position coding.

d. Rules for applying for warrant officer career categories Conditional Voluntary - Indefinite and Final Voluntary - Indefinite will be placed in AR 624-100. Additionally, this regulation will be revised to include: details on promotion board use of promotion floors and ceilings by MOS; more definitive guidance on the contents of the letter of instruction to the board; the definition of below-the-zone, in-the-zone and above-the-zone promotions; criteria for selective continuation and selective career extension; and changed active duty service obligations resulting from promotions. Implementation date/event: Upon approval of the legislative package (See Figure XVI-1).

e. The annual warrant officer procurement circular (DA Cir 601-84-X) will be discontinued. Warrant officer appointment eligibility criteria will be contained in AR 611-112. The Warrant Officer Objective Force Model (see Item a, Section 4, of this chapter) will be used to evolve to open procurement of each warrant officer MOS at an annual steady state. Implementation date/ event: Upon development of the Warrant Officer Objective Force Model.

f. The professional development and utilization plans for each warrant officer MOS will be revised and updated to conform with the new three-level WO training system. These plans must be removed from DA PAM 600-11 and placed in DA PAM 600-3. (DA PAM 600-11 will be discontinued). Implementation date/event: Upon HQDA approval of the TRADOC designed warrant officer PD and utilization plan for each MOS.

g. The outline of, and criteria for, the Warrant Officer Training System (WOTS), to include the provisions for three-level progressive training (Warrant Officer, Senior Warrant Officer and Master Warrant Officer) and the Warrant Officer Technical and Tactical Certification Standards (WOTTCS) program will be placed in AR 351-1. Implementation date/event: Upon HQDA approval of the TRADOC/special branches revision to WOTS.

h. Warrant Officer Technical and Tactical Certification Standards, ir handbook format, will be published for each MOS by TRADOC/special branches. Implementation date/event: Upon HQDA approval of TRADOC/special branch determination of technical and tactical requirements at each of the three training levels for each warrant officer MOS.

i. Army Regulation 623-1, "Academic Evaluation Reporting System", will be changed to require the submission of an Academic Officer Evaluation Report following completion of each of the three levels of training included in the Warrant Officer Training System. The Academic Officer Evaluation Report will record whether or not the warrant officer successfully or unsuccessfully completed a written and/or hands-on test, on the technical and tactical standards for his/ her MOS. Implementation date/ event: Upon HQDA approval of TRADOC/special branch determination of technical and tactical training requirements at each training level for each MOS.

j. Revised promotion/RA integration criteria will be placed in AR 624-100 to accommodate automatic RA integration for W3 and promotion to grade W5. Implementation date/event: Upon approval of legislation authorizing grade W5 and automatic RA integration at promotion to W3.

k. The proponency for AR 611-112 will be changed from Soldier Support Center-National Capitol Region to the Deputy Chief of Staff for Personnel (DAPE-MP). Implementation date/event: Immediate. (See Items a, b, e, and f, Section 2, this chapter).

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l. Army Regulation 600-3 will be revised to more clearly outline proponent/TRADOC/MILPERCEN responsibilities in the development and the implementation of individual MOS professional development requirements. Implementation date/event: Immediate.

m. The portion of AR 614-185 pertaining to requisitioning procedures for warrant officers will be revised to maintain congruence (three rank groups, revised MOS structure, etc.) with the revised AR 611-112. Implementation date/event: Concurrent with the implementation of a revised AR 611-112. (See Items a, b, e, f, and l, Section 2, this chapter).

n. Revised warrant officer MOS structure will be contained in AR 611-112. Implementation date/event: Concurrent with other revisions in AR 611-112. (See Items a, b, e, f and l, Section 2, this chapter).

o. Army Regulation 611-112 will be renumbered AR 611-301 to align it with similar commissioned officer (AR 611-101) and enlisted (AR 611-201) regulations. Implementation date/event: Concurrent with the complete revision of the current AR 611-112. (See Items a, b, e, f, l and o, Section 2, this chapter).

p. The DoD Military Pay and Allowances Entitlements Manual will be revised to include a W5 pay scale. Implementation date/ event: Upon approval of the legislative package authorizing W5. (See Figure XVI-1).

SECTION 4: Policy

To accommodate TWOS approved recommendations the following policies must be changed/established in the manner indicated:

a. The Deputy Chief of Staff for Personnel (DCSPER) must task MILPERCEN to establish a Warrant Officer Objective Force. Implementation date/event: Concurrent with the implementation of the FORECAST system.

b. The Deputy Chief of Staff for Personnel, with the US Army Recruiting Command as the executive agent, should develop and implement a recruiting plan and assume responsibility for the warrant officer recruiting mission. Implementation date/event: Immediate.

c. The issue of Branch management for warrant officers within MILPERCEN (Warrant Officer Division or the individual career branch divisions) must be resolved. Implementation date/event: Revisit upon implementation of the major tenets of the revised Total Warrant Officer System.

d. The Deputy Chief of Staff for Personnel, as lead, should develop a policy requiring proponent nomination/DA board selection of warrant officer service school instructors. Implementation date/event: Immediate.

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e. The Deputy Chief of Staff for Personnel should develop policies to expand the roles of warrant officers in research, development, testing, evaluation, force training/combat development and purchasing contracting. Implementation date/event: Immediate.

f. The Aviation Service Policy Statement must be revised to include restructured aviation warrant officer MOS. Implementation date/event: Concurrent with restructure of WO MOS.

g. When legislation, regulation, and policy changes are fully implemented, an entirely new management system will be established with major components as shown below:

CLASSIFY WO REQUIREMENTS BY RANK

REVISED CAREER MANAGEMENT

CSA REDEFINES THE ROLE AND UTILIZATION OF WARRANT OFFICERS

LEGISLATIVE PACKAGE

REVISED WO TRAINING SYSTEM

A NEW WARRANT OFFICER MANAGEMENT SYSTEM EMERGES
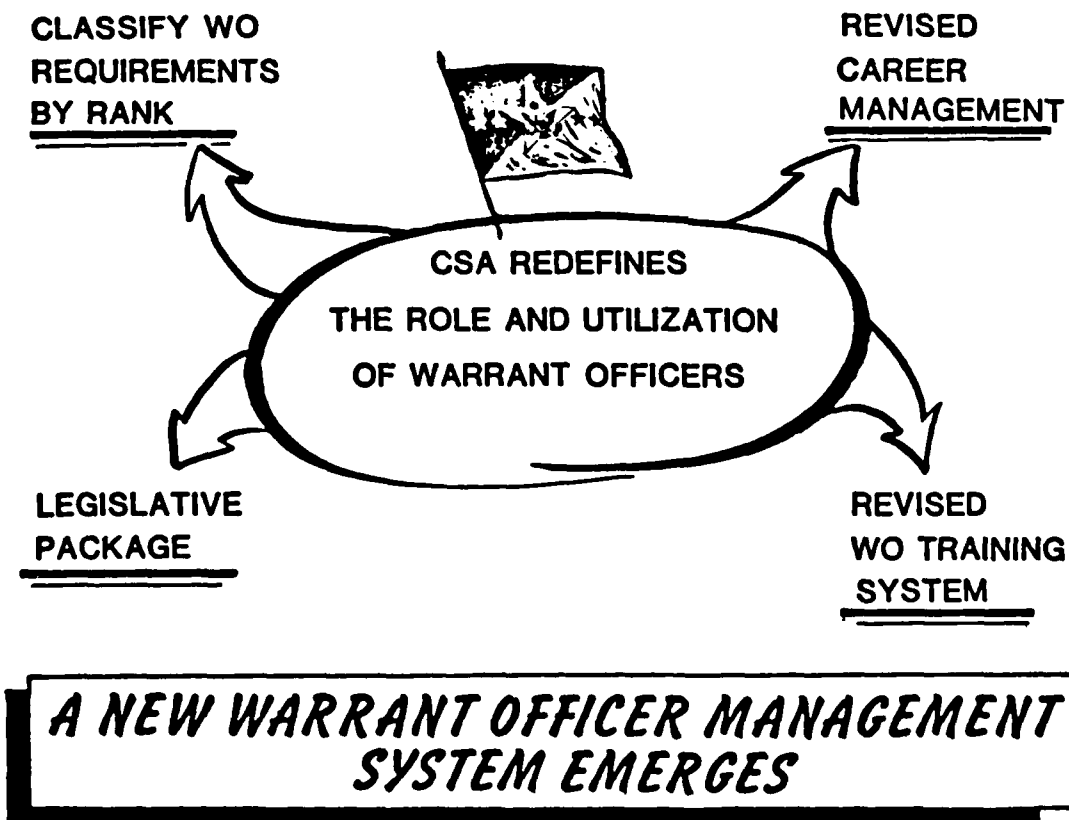
TWOS Implementation Plan
is a folded chart and is inserted
separately within this publication.

CHAPTER XVII: LESSONS LEARNED

SECTION 1: General

This chapter covers the principal lessons learned throughout the conduct of the Total Warrant Officer Study (TWOS). Nothing herein is intended as criticism of any individual or activity. These lessons learned are offered to assist others in the development, organization and operation of future study efforts.

SECTION 2: Study Group Development

1. The first reference that should be obtained and read by all members of the study group is AR 5-5 (Army Studies and Analysis). This reference gives critical guidance on conducting a study effort. It should be the study director's basic reference during the life of the study group.

2. Two months expired from the initial staffing of the study group "concept" paper to formal study initiation. The TWOS group was fortunate in that necessary support facilities and equipment were already in place and were immediately transferred from the just completed OPMS Study Group effort. Had this not been the case, acquiring the necessary support, i.e., facilities, transportation, ADP equipment, reproduction and graphics equipment, telephones and lines, desks, filing cabinets, bookcases, etc., would have required an additional two to three months.

SECTION 3: Study Group Membership

1. The study members must understand and acknowledge the differences between objectivity and personal bias. Emotionalism and parochialism will degrade the integrity of any objective analysis.

2. Most studies operate under a chartered time constraint. To most effectively accomplish the mission, members should possess a working knowledge of the functional area to be examined. Adequate representation of members with recent troop level experience is necessary to integrate field perceptions with study initiatives. Study members should receive upfront training in office support equipment usage. They must be articulate in the art of communication both orally and written. Short term studies have little time available for initial education, so study members should be selected based on personal abilities and experience. Every effort must be made to resist the assignment of a study member who is conveniently available, but whose abilities to effectively function as a study member are questionable. There will be a tendency for those tasked with the responsibility to assign personnel to the study to take the path of least resistance. If a specific skill and experience level is needed to meet unique study requirements, then finding and assigning such an individual should be given first priority.

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SECTION 4: Support

1. All support personnel should be physically on station a minimum of two months in advance of action officer arrival in order to draft a Standard Operating Procedure (SOP), acquire necessary facilities and equipment, and locate and obtain all available subject matter which relates to the identified "essential areas of analysis". When action officers arrive, they should not be consuming valuable research time by working support actions. This study group "advance party" must have command support or much research time will be wasted during the facilities and equipment acquisition phase.

2. An SOP should be developed early in the study which incorporates the Director's desires and assigns responsibilities for support, correspondence procedures, documentation formats, internal and external tasking record, briefing and transportation scheduling, equipment usage and supply procedures, and graphic support procedures. Establishing a workable SOP early, and then fine-tuning it during the life of the study will reduce overlap, redundancy, and rewriting.

3. All automatic data processing equipment should be compatible. Graphics and reproduction equipment should be available for use after normal duty hours.

4. A standardized format and outline for the study group's final report should be developed between the director and the support personnel during the early stages of the study. Many changes to the outline will take place during the study, but having a format and outline will expedite issue tracking and greatly assist the time and effort required for final report preparation. Additionally, the final report should be completed prior to release of study group members for further assignment.

5. Group local transportation schedules and requests must be coordinated through one individual only.

SECTION 5: Group Training And Education

The first priority for study group action officers should be to review all past documentation relating to the subjects designated for study. Functional area subject matter experts should should then be scheduled to provide information briefings to the group. Beware of the briefings. The briefer might tend to imply that the subject area being briefed is operating smoothly, when in fact, that subject area might be the main cause for initiating the study.

SECTION 6: Briefings And Field Trips

1. For the CSA decision brief, vu-graphs that displayed recommendations requiring CSA decisions were bordered in "red". This technique keyed the entire audience and kept discussion focused

on decision points in the briefing.

2. Once the word gets out that there is a study in-progress, requests for both informal and formal briefings will be received. Preparation for and the conduct of briefings, especially if travel is required, degrades valuable research and analysis time which is the heart of the study. Beware of too much pomp and circumstance.

3. A trip coordinator must be assigned for each scheduled field trip. The trip scheduling and administration procedures must be standardized and thoroughly understood by all coordinators, i.e., ensure advanced coordination is made with the appropriate G-1, post adjutant, and/or protocol office of the installation scheduled to visit; know lead times required to obtain clearances for overseas travel and for visiting certain installations and organizations; etc.

4. The study group can expect to be tasked to work routine staff actions in its area of expertise.

SECTION 7: Other Considerations

1. To increase the effectiveness and efficiency of the study effort members of the study group should receive the following information briefings:

    a. Office of the Deputy Under Secretary of the Army (Operations Research).

    b. The Study Program Management Office, Office of the Chief of Staff, Army (SPMO/OCSA).

    c. Office of Director of Program Analysis and Evaluation, OCSA.

    d. Army Occupational Survey Program (AOSP) Office, Soldier Support Center, National Capital Region.

    e. The Army Library (Military Studies and Defense Technical Information Center).

    f. Studies Office from the applicable study category sponsoring agency, i.e., ODCSPER Research and Studies Office if study is DCSPER sponsored.

2. For many studies, the development and distribution of a survey will be necessary in order to obtain true field perceptions, make valid assumptions, and draw appropriate conclusions. The development of this survey needs to be given top priority and much lead time. Approximately four months will be required to write, test, rewrite, retest, edit, print, distribute, return, analyze, and consolidate the survey responses. An Operations Research/Systems Analysis (OR/SA) specialist will be required to

properly analyze and prepare the survey responses for study application.

3. Considering the numerous on-going study efforts conducted by Department of Army, permanent study facilities, equipment, and support personnel should be allocated and assigned within the Washington D.C. area. This action would facilitate the start up time required by each study group, thereby maximizing study time available for research and analysis.

CHAPTER XVIII STUDY GROUP RECOMMENDATIONS

SECTION 1: Background

1. The Total Warrant Officer Study Group presented two briefings to the Chief of Staff, Army (CSA). During the first briefing on 24 Jun 85, the CSA was briefed on the entire study effort but was asked to approve only the critical findings necessary to form the foundation for a new warrant officer personnel management system, the Total Warrant Officer System (TWOS). The results of the initial briefing are discussed in Section 2 of this chapter.

2. The CSA requested the study group provide a second briefing to provide more information on the revised warrant officer professional development program, to include the expanded use of Training With Industry, other Army courses, and other Department of Defense courses in the development of warrant officers. The second briefing was given on 22 Aug 85 and is discussed in Section 3 of this chapter.

SECTION 2: CSA Decision Briefing - 24 Jun 85

1. The CSA approved the following recommendations at the 24 Jun 85 decision briefing:

    a. A new Army warrant officer definition:

       "AN OFFICER APPOINTED BY WARRANT BY THE SECRETARY OF THE ARMY BASED ON A SOUND LEVEL OF TECHNICAL AND TACTICAL COMPETENCE. THE WARRANT OFFICER IS THE HIGHLY SPECIALIZED EXPERT AND TRAINER WHO, BY GAINING PROGRESSIVE LEVELS OF EXPERTISE AND LEADERSHIP, OPERATES, MAINTAINS, ADMINISTERS, AND MANAGES THE ARMY'S EQUIPMENT, SUPPORT ACTIVITIES, OR TECHNICAL SYSTEMS FOR AN ENTIRE CAREER."

    b. Coding of personnel authorization documents by three rank groups: Warrant Officer (WO) = W1/2; Senior Warrant Officer (SWO) = W3/4; Master Warrant Officer (MWO) = W5. Selected W4 will be trained and designated as MWO in the event legislation is not enacted authorizing grade W5.

    c. A warrant officer personnel management system (the Total Warrant Officer System) based on warrant officer service. In this system warrant officers are to be managed by year group with the year group being established as the fiscal year in which appointment as a warrant officer occurs. Selected warrant officers will have the opportunity to serve for 30 years of warrant officer service or until reaching age 62, whichever occurs first. Promotions and professional development will be requirements based.

d. Submission of a legislative package to Congress which will:

(1) Create a new warrant officer grade, W5.

(2) Provide for "Selective Career Extension" (a strength management tool similar to Selected Early Retirement, which applies only to commissioned officers).

(3) Provide for a single active duty list for promotions with mandatory integration into the Regular Army concurrent with promotion to W3.

2. At the 24 Jun 85 briefing, the CSA was briefed on the following additional output from the study which will be referred to appropriate staff agencies for implementation:

a. Branch management:

Problem: Warrant officer personnel management is isolated from the branch assignment p.ocess and its related professional development operation

Status: Management by career branches was recommended by the study group. CSA directed a separate briefing at a later date on this issue.

b. MOS decrement:

Problem: Some MOS require additional analysis and justification to be continued as a WO MOS.

Status: CSA requested further analysis be performed on this issue and asked the study group to report back to him. (See Section 3 of this chapter.)

c. MOS restructure:

Problem: Current MOS structure does not depict requirements adequately.

Status: The study group implementation cell will develop a new standardized WO MOS code structure through the normal Army staffing process.

d. Warrant officer recruiting:

Problem: There is no warrant officer recruiting program and responsibility must be fixed.

Status: The study group implementation cell will develop a WO recruiting program through the normal Army staffing process.

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e. Compensation:

   Issue: Is compensation sufficient for warrant offi-
cers?

   Status: Monetary incentives will not be increased ex-
cept for the establishment of a CW5 pay scale.   Emphasis will
be placed on enhanced management techniques.

f. Expanded role for warrant officers in the research, de-
velopment and acquisition (RDA) process:

   Issue: How to increase the efficiency and effective-
ness of developing and fielding Army systems.

   Status: Army Staff, MACOM, proponents and RDA organi-
zations will be tasked to identify and convert positions from
commissioned officer to warrant officer on personnel authoriza-
tion documents within end strength constraints.

g. Warrant Officer Training System (WOTS):

   Problem: WOTS does not train to requirements.

   Status: Training requirements will be identified by
MOS and rank group.   Army DCSOPS and HQ, TRADOC will be tasked
to refocus both career and functional training courses so that
they train to documented requirements.

SECTION 3:   CSA Briefing – 22 Aug 85:

1.   On 22 Aug 85, the Total Warrant Officer Study presented a
second briefing to the CSA.   The following information was ac-
cepted by the CSA:

a.   The Warrant Officer Training System (WOTS) will consist
of three levels and be requirements driven.   All levels of train-
ing require technical and tactical certification by the proponent
agencies using written/hands-on tests.   Test results will be re-
corded in Academic Evaluation Reports.

   (1)   Warrant Officer Training (WOT) will be the first level.
WOT will certify technical and tactical competence for grades
W1 and W2.

   (2)   Senior Warrant Officer Training (SWOT) will be the sec-
ond training level.   SWOT will certify technical and tactical
competence for grades W3 and W4.

   (3)   Master Warrant Officer Training (MWOT) will be the third
training level.   MWOT will certify technical and tactical compe-
tence for W5.   Until approval of grade W5, selected W4s will be
trained to perform in these positions.

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b. MWOT will be conducted in three training phases. Phase one will be a mix of both non-resident and resident common core training. Phase two will be branch oriented and conducted at the MOS proponent agencies. Phase three will be MOS specific; location and certification methodology will be determined by the proponent agencies. Combinations of existing DoD courses, university or vocational technical courses and/or Training With Industry can be used to achieve certification competency.

c. The current Warrant Officer Senior Course instruction at Ft Rucker will be transitioned into MWOT courses. MWOT instruction will be established at locations determined by the MOS proponent during the period October 1986 through June 1987.

2. At the 24 Jun 85 decision briefing the CSA directed that further analysis be conducted on the issue of MOS decrement. During the second briefing the TWOS made the recommendations shown below concerning this issue. (See Chapter IV for details on the TWOS MOS decrement methodology.)

a. RETAIN:

MOS		REMARKS
031A	BANDMASTER	CMF 97 RESTRUCTURE APPROVED WHICH WILL ELIMINATE ENLISTED OVERLAP.
214G	LANCE MSL SYS TECH	FA WO MOS UNDERGOING RESTRUCTURE. MOS 214G WILL INCLUDE MLRS.
711A	MILPERS TECH	AUTHORIZATION DOCUMENTS MUST BE SCRUBBED TO ELIMINATE DUPLICATION OF FUNCTIONS BETWEEN 711A AND 75Z.
712A	GEN STAFF ADMIN TECH	MERGE AS AN SQI OF MOS 711A BY JUL 86.
713A	LEGAL ADMIN	DUTIES AND FUNCTIONS OF LEGAL ADMIN NCO ARE BEING CHANGED TO ELIMINATE OVERLAP.
741A	DATA PROC TECH	ANALYSIS SUPPORTS RETENTION.
811A	PHOTO MAP TECH	MOS CAREER FIELD BEING RESTRUCTURED & WILL MERGE WITH MOS 841A, TERRAIN ANAL TECH, IN OCT 86.
821A	SURVEY TECH	MOS CAREER FIELD BEING RESTRUCTURED. MOS WILL MERGE

		INTO 841A WHEN SATELLITE SURVEY SYSTEM IS FIELDED IN 1990.
833A	REPRO TECH	MOS CAREER FIELD BEING RE-STRUCTURED. WILL MERGE WITH 841A IN FY 90-91 WHEN TOPO SPT SYS EQUIPMENT IS FIELDED.
962A	IMAGE INTERP TECH	ANALYSIS SUPPORTS RETENTION.
971A	COUNTERINTEL TECH	ANALYSIS SUPPORTS RETENTION.
972A	AREA INTEL TECH	ANALYSIS SUPPORTS RETENTION.
973A	INTERROGATION TECH	ANALYSIS SUPPORTS RETENTION.

b. HOLD IN ABEYANCE:

	MOS		REMARKS
252A	CALBR & REPR TECH		DELAY DECISION UNTIL ELEC-TRONIC MAINT STRUCTURE STU-DY IS COMPLETED IN APR 86.
984A	MORSE INTCP TECH		DELAY DECISION UNTIL COORD IS COMPLETED AMONG USAR A-GENCIES (DIA, NSA, INSCOM) IN DEC 85.
985A	NON-MORSE INTCP TECH		SEE ABOVE
986A	EMIT LOC/ID TECH		SEE ABOVE

c. ELIMINATE:

021A	CLUB MGR	DUTY WILL BE PERFORMED BY NCO. CONVERSION WILL BE COMPLETED BY SEP 88.

d. Since the warrant officer force structure requirements exceed the end strength authorizations during the Program Objective Memorandum years the CSA tasked the Deputy Chief of Staff for Personnel to relook the warrant officer MOS decrement issue and report back.

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Army Warrant Officer Program Report	Dept of the Army ODCSPER	Nov 66
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The Aviation Warrant Officer: Biographical and Attitudinal Characteristics (AD# B951657)	Human Resources Research Organization	Mar 67
The Aviation Warrant Officer: Job Activities and Flight Duties (AD# B951639)	Human Resources Research Organization	Sep 67
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70-10	Test & Evaluation During Development and Acquisition of Materiel	Dept of the Army ODCSRDA	Aug 75
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135-91	Service Obligations, Methods of Fulfillment, Participation Requirements and Enforcement Procedures	Dept of the Army TAG	Feb 84
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601-84-4	Warrant Officer Procurement Program FY-85	USAMILPERCEN	Sep 84

5. **Department of the Army Pamphlets:**

5-5	Guidance for Army Study Sponsors, Sponsor's Study Directors, Study Advisory Groups, and Contracting Officer Representatives	OCSA	Apr 82
600-3	Commissioned Officer Professional Development and Utilization	USAMILPERCEN DAPC-OPA	Jul 84
600-11	Warrant Officer Professional Development and Utilization	USAMILPERCEN DAPC-OPW	Jan 85

6. **US Army Military Personnel Center Regulation:**

10-5	USAMILPERCEN Organization and Functions	USAMILPERCEN	Jul84

7. **Department of the Army Program of Instruction (POI):**

NUMBER	TITLE	PROPONENT	DATE
SB-201A	WO Tech Certification Course - Met Tech 201A	US Army FA Sch	Oct 84
2-6-C-32-201A	CAD - WO Advance Course 201A Technical Track	US Army FA Sch	Mar 85
None	WO Tech Certification Course - Acquisition Radar Tech 211A	US Army FA Sch	Sep 84
2-6-C32-211A	CAD - WO Advance Course 211A Technical Track	US Army FA Sch	Mar 85
4F-214G	CAD - 214G Lance Missile System Tech - WO Candidate Course	US Army FA Sch	Mar 85
2-6-C32-214G	CAD - WO Advance Course 214G Technical Track	US Army FA Sch	Mar 85
310A	Utilities Operation	US Army Eng Sch	Waiting approval
4A-310A	WO Entry Course Phase II, Technical Certification 310A - Utilities Operations Course	US Army Eng Sch	Jun 85

NUMBER	TITLE	PROPONENT	DATE
4F-241E	CAD - 214E, FA Pershing Missile - WO Candidate Course	US Army FA Sch	Jun 84
7C-42A/ 711A0	Military Personnel Officer/Personnel Technician Course	USASSC	Jul 82
7-12-C32	Administrative WO Advance Course	USASSC	Waiting approval
7E-53A	Automation Crs - 741A	USASSC	Jul 82
7N-031	WO Band Master	USASSC	Jan 80
8E-43A/8E-021A0/800-J0050	Club Management Course	USASSC	Waiting approval

8. <u>US Army Training and Doctrine Command (TRADOC) Regulations</u>:

351-XX	Warrant Officer Training System (WOTS)	USATRADOC	Draft
351-1	Training Requirements Analysis System	USATRADOC	Jan 84
351-4	Job and Task Analysis	USATRADOC	Mar 79
351-5	Designation of Special Skill Idendifier (SSI)/ Military Occupational Specialty (MOS)/ Additional Skill Identifier (ASI) Proponency	USATRADOC	Feb 81

9. <u>US Army Training and Doctrine Command (TRADOC) Circulars</u>:

100-1	The Army of Excellence	USATRADOC	Sep 84
351-8	Individual and Collective Training Plans for Developing Systems Policy and Procedures	USATRADOC	May 80

10. <u>US Army Training and Doctrine Command (TRADOC) Pamphlets</u>:

350-30	Interservice Procedures for Instructional Systems Development	USATRADOC	undated

| 351-4 | Job/Task Anal Handbook | USATRADOC | Jul 79 |

| 351-6 | Job performance Aid: Job and Task Analysis | USATRADOC | Oct 80 |

11. US National Guard Bureau (NGB) Regulations:

| 600-101 | WO Federal Recogni- tion & Pers Actions | Chief NGB NGB-ARP-O | Aug 83 |

12. US National Guard Bureau (NGB) Pamphlets:

| 600-2 | Warrant Officer Professional Develop- ment for the Army National Guard | Chief NGB NGB-ARP-0 | Jun 83 |